The International Councillor

Newsletter of the Council of International Investigators

January 2007

Issue 1

Walter Atwood - The story of an exceptional man

By Tom Herder

It is my pleasure to feature an article on one of the warmest persons my wife and I ever had the pleasure to meet. Jan and I first enjoyed dinner with Walt at the CII Annual General Meeting in Berlin in 2000. Eighty four years young, Walter Atwood is a Senior Member of CII and resident of Columbia, South Carolina, USA. Well known as a top Pentagon Polygraph Examiner, Interrogator and Interviewer for many years, Walt has served on the CII board of directors, attended numerous of our global meetings and been a true professional in every sense of the word. Retiring from his "Atwood Management Company" in 2001, he has continued with a pace of life that would exhaust most of us "mere mortals". He has been a consultant for HBO, been interviewed, participated in and consulted on movie sets, as well as television and radio programs.

Since 1988 Walt has been very active in the National Association of Civilian Corps, an organization dedicated to the memory of millions of the "CCC Boys" and their organization which played a pivotal role during the Great Depression in the 1930's and 1940's. The hard workers in the CCC helped build much needed roads and bridges, planted trees, as well as created the infra-structure for many campsites in our state and national parks. This back breaking work provided a "colossal" \$22-\$30 per month income to American's devastated by high unemployment and seemingly never-ending poverty. Providing a ray of economic hope, these boys maintained a regimented work routine with financial and physical discipline, sending home 2/3 of their monthly income to their families. When America became involved in World War II many of these mature, young men entered the service with a new-found appreciation for freedom, financial hope and dedication to their country.

Now in his 9th decade, Walt is one of the most vital, energetic men



Walter Atwood

you'll ever meet. As the current President of the National Association of Civilian Conservation Corps (NACCCA), he frequently travels about the United States on a schedule so hectic, the phrase "Shuttle Diplomacy" probably originated with him! I often re-

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An expanding Europe needs investigators

By Alan Marr ERD

On 1st January, 2007 Bulgaria and Rumania joined the existing 27 European Union states, adding a further 30 million more people. Seven other states including Malta, the location of CII's last mid-year meeting, joined in May, 2004 and were granted unfettered entry to UK, Ireland and Sweden. Other EU states put entry restrictions upon them and the UK has now decided to restrict entry by Bulgarian and Rumanian nationals, which is a little embarrassing as both countries have sent troops to assist in Iraq and Afghanistan, unlike some of the older European states.

Having set the scene, I pose a question, "Does this expansion offer investigators a business opportunity?" I believe it does. Many "western" countries, including the US, will see

business opportunities in these deprived countries, who are hungry for the material trappings of the west. With the business opportunities comes due diligence, vetting of personnel, understanding local laws and customs and security issues. All of these things our members may be asked to assist with. Now the problem is who do we know who can carry out such work? This is where C.I.I. should be able to supply quality investigators, but can we? If not, then perhaps we should be reaching out to those parts of the EU that we do not have any representation in.

If you know of investigators in those parts of the EU that would meet our exacting standards, then I will be happy to contact them or you could invite them to download an application from www.cii2.org. Remember that suitably qualified membership is the lifeblood of C.I.I.

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ceive e-mails from him indicating that he is in another state for a dedication of a "CCC Boy" statue. He is spear heading the effort to merge the NACCCA with the Camp Roosevelt Legacy Foundation (CRLF) into "The Civilian Conservation Corps Legacy". Camp Roosevelt was the first CCC camp in Edinburg, Virginia in 1933, named after then President Franklin Delano Roosevelt. The new organization will continue the legacy into perpetuity with a

younger membership, as most members of the original groups are now in their 80's and 90's. March 31st of each year has been designated "CCC Day", in honor of the day President Roosevelt signed the CCC legislation in 1933. Not one to rest on his laurels, Walt was elected in December of 2006 as a director of the National New Deal Preservation Association, associated with the historic "New Deal" program FDR initiated.

Walt was born on a farm in Lebanon, Kansas in 1922 and was eldest of eight children. He proudly affirms that Lebanon is the geographic center of the continental (48) states. He attended a one room school house through 8th grade and graduated from High

School in 1939. In 1940 he enrolled in the CCC and was assigned to a variety of camps in the northern states of Wyoming and Idaho. In 1941, back in Lebanon, Walt continued with farm work and was later assigned to the University of Kansas under the national youth program.

He later went to work for the Boeing Airplane Company and in 1943 went into the Army Air Corps. Assigned to C-46 Cargo Squadron in Syracuse, New York he soon was off to the Far East, hopping island to island on the way to Australia. He was assigned to several islands in the South Pacific during the war and had the chance to be in Japan a few days after the armistice was signed... and survived a fierce hurricane in Okinawa. His squadron's main duties were to evacuate the prisoners of war. Walt was discharged and transferred to the Army Air Corps Reserves, which became the Air Force in 1948. In 1955 he was directly commissioned as 1st Lieutenant and in 1982 he retired as Lt. Colonel. Always on the move, he continued his education while in the military, studying business and accounting. He was eventually recalled by the Boe-

ing Company, but then was hired away by the Wichita (Kansas) Police Department. He attended the Keeler Polygraph Institute in Chicago and after graduation returned to the Police Department. Shortly, a representative of the Department of Defense interviewed Walt and he was hired as a polygraph examiner in Washington DC.

He continued his education and received a degree in Business Administration at the University of Maryland. As

well, the tireless Mr. Atwood was awarded a Law Degree from the Blackstone College of Law, a correspondence school in Chicago.

Walt directed various entities for 25 years, 15 of which were in the Pentagon. He worked on many high profile cases and traveled worldwide on many assignments. He opened Atwood Management Company in 1975 and did polygraph examinations for private industry, Federal Security Intelligence agencies, Civil and Criminal attorneys and foreign governments. In his "free time" he would lecture and teach at polygraph schools, law schools and to profes-

sional organizations. In 2001 he closed his business in the Washington DC area and moved to South Carolina to enjoy the milder climate and where, Walt says, "The traffic is less hectic and the pace of living is slower". (Yeah, right! Like you could slow him down!)

Walt was the leader in forming the American Polygraph Association, merging together 3 other groups. He was the President of the Maryland and Virginia Polygraph Associations, and was licensed in Virginia, Georgia and Florida. He was awarded Life Membership in the American Polygraph Association, as well as being awarded the Leonard Keeler Memorial Award for long distinguished service in the polygraph field. Walt is a retired Fellow from the American Academy of Forensic Sciences, formerly serving as Chairman of the General Section. He was awarded the John R. Hunt Award in recognition of outstanding service and contribution

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PI Museum—your contributions and support needed for success

By Ben Harroll, P.I. Museum

What a wonderful thought to begin the day with as we build the P.I. Museum one stone at a time.

I'm the first to acknowledge that thirty years of collecting, preserving and (now) sharing is but a start. The real work is ahead of us as *WE* of *THIS* Private Investigator generation turn it into an *institution*.

Feel free to use anything that you may feel is appropriate for CII from the *PICA Investigative Reporter*.

Gary Brummond is your counterpart with the "PICA IR" 866.472.2666 gsbcomm2000@aol.com and he and I have long contemplated how neat it would be if we could share these PICA IR articles with CII.

Feel free to reach out to him because you will find that Gary will make it very enjoyable for you and CII.

P.I. Museum appreciates your using the concise membership & contact information you with articles.

This way CII members will have the required specifics needed to join in support of this important work. Until the museum becomes more widely supported by both individual CII members and also by having the larger vendors sponsor various programs and projects the museum will remain pretty status quo.

A full planning day with two other people took place on Monday November 27th. This meeting had been long planned and involved both of them traveling to San Diego. One was Denny McNabb who I've known for some 25 years. He is the *expert* with both the skills and the understanding of our industry that is needed to assist us with the design and presentation of the P.I. Museum on the web and elsewhere.

Paul Curtis I've met recently through his generous contributions to the museum for acquisition of items. Paul is a private investigator as well as a person who has successfully written grant proposals and worked with foundations that were

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to the Forensic Sciences, to top things off.

And you would never know that he has suffered from a heart condition and had by-pass surgery!

Married to Betty on May 1, 1943 (whom he'd met at the Boeing Company), Walter is a proud father of two sons and a daughter, grandfather of six and great-grandfather of two. If you'd like to contact him, his e-mail address is: atwoodw@msn.com.

To conclude, my brother Dale and I are proud members of the NACCCA. Dale has been very active in the state of Michigan for years and promotes the organization any chance he gets. I would invite you and your relatives, colleagues and friends to visit the CCC website at www.cccalumni.org and read more about this very important group of Americans. In fact, then click on the "join us" link and for \$20/year you can help support Walter and his colleagues in their fine efforts to keep an American legacy alive.

for public benefit. His formal involvement in these areas is underway.

We have both the "big picture" and the "little pictures" that represents) the work we have before us. At the very <u>TOP</u> of this very long detailed list of worthwhile objectives is a great P.I. Museum website. This will be our *voice* to supporters and a way those supporters to get *involved* and remain involved.

You will soon be getting an e-mail directly from Denny McNabb that will serve to introduce him to you.

I will then follow with one myself that will make things more clear as to how Denny can work with us.

Thank you once again for taking the time to really care about our collective Private Investigator History.



Skype Directory

Jay Groob	aisjgroob
Reg Montgomery	reggie.montgomery
Rob Artus	Rob Artus
Tom Davies	tom.davies43
Fred Dehmel	fred-dehmel
Jacob Lapid	jacob.lapid
Robert Dudash	rdudashomaha
Kevin Ripa	jskramer

WHAT CII HAS TO OFFER

Seminars- Cocktail Receptions - Business Growth Opportunities Spousal Tours - Boat Cruise and Fireworks Spectacular Grand Banquet - Networking - Irish Hurling - Second City Outing Just enough meetings to keep things legal!!

WHAT CHICAGO HAS TO OFFER

World class shopping on the Magnificent Mile - Navy Pier Great food - Diversity - Kirby & Burke (Irish) Hospitality - Blues Bars World Champion (2005) Chicago White Sox - Millennium Park Famouns Museums (history, art, science, planetarium, & aquarium) More fun than any couple should have!

In the words of Daniel Burnham, Architect of Chicago's Lakefront "Make no small plans"

But do plan on coming and plan for the time of your life

Sweet Home Chicago

Christmas at Arlington Cemetery, USA



Rest easy, sleep well my brothers.

Know the line has held, your job is done.

Rest easy, sleep well.

Others have taken up where you fell, the line has held.

Peace, peace, and farewell...

You may be interested to know that these wreaths -- some 5,000 -- are donated by the Worcester Wreath Co. of Harrington, Maine. The owner, Merrill Worcester, not only provides the wreaths, but covers the trucking expense as well. He's done this since 1992. Also, most years, groups of Maine school kids combine an educational trip to DC with this event to help out. Making this even more remarkable is the fact that Harrington is in one of the poorest parts of the state.



PODS on the Move

By Jay Groob

I am not sure if this has to do with the Rugby fiasco or Derek is on the move for the holidays. Anyone out there know? The Councillor Page 6

2006 NAIS SPEAKER OF THE YEAR

Reginald "Reggie" Montgomery



The Legend—Reg Montgomery

Reginald "Reggie" Montgomery is a legend among investigative professionals. Following retirement from local law enforcement in 1979, Reggie became a New Jersey licensed private investigator and is currently President of R.J. Montgomery Associates in Saddle River, New Jersey.

Reggie has served as vice-chair for ASIS International's Standing Investigations Council and as the chairman of the Northern New Jersey Chapter. He is a life member and past assistant national director for the National Association of Legal Investigators, a life member of the Association of Certified Fraud Examiners and currently serves on the Board of Directors of Intelnet as well as the Council of International Investigators. Reggie also served as president of New Jersey Licensed Private Investigators Association from June 1996 to June 2000, and has been named to the Certification Board of The United States Association of Professional Investigators. Reggie is an adjunct professor at New Jersey City University. Reggie specializes in corporate asset protection and criminal defense investigations. He has given hundreds of speeches to national and international associations on a number of investigative subjects ranging from product diversion and protecting intellectual property to workplace violence investigations. He is best known for his interview and polygraph workshops.

Reggie has been certified by numerous courts as an expert in virtually every aspect of criminal defense, corporate security and investigative related matters. Reggie

has appeared on dozens of network television programs as a polygraph and investigative expert. Reggie can be contacted at: reggie@njinvestigator.com. Reginald J. Montgomery is President of R.J. Montgomery Associates in Saddle River, New Jersey, specializing in corporate asset protection and criminal defense investigations with over 35 years of related experience. Reginald has an extensive expertise in the security and investigations fields. He is a certified polygraphist, protection professional, physical security professional, legal investigator, fraud examiner, security trainer, international investigator, Board Certified Professional Investigator and Personal Protection Specialist.

An adjunct professor at New Jersey City University, he has presented at national and international conference on a range of investigations and security-related topics. He has appeared on dozens of network television programs and media. He has also authored several books in corporate and criminal investigations. He was featured as the Keynote Speaker at the World Association of Detectives. Contract Information: Reginald J. Montgomery CPP, PSP, CLI. CFE. CII. CST, CP, PPS Montgomery Associates РΟ Box Allendale, New Jersey 07401 Office: (800) 327-7394 * Facsimile: (201) 825-8878 Email: reggie@njinvestigator.com Web: www.njinvestigator.com

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Sun Tzu and the art of business war

By: F. W. Rustmann, Jr.

Business is War. Make no mistake about it. It may not be as bloody, but it is still a matter of the survival of the fittest.

More than 2,500 years ago in China, General Sun Tzu wrote "The Art of War," a book that remains a classic on military tactics and strategy to this day. Even in those primitive years Sun Tzu recognized the importance of possessing accurate intelligence to win.

He devoted an entire section of his book to the employment of spies "to gather foreknowledge" of the enemy's condition and intentions. The type of information, he explained, that could not be obtained from "spirits, gods, calculations, or comparison with past events"; it could only be obtained from sources familiar with the enemy's situation. He called these secret agents "The Divine Skein." The treasure of a sovereign.

He divided the secret agents into five categories: native, inside, doubled, expendable and living. Native agents referred to low-level penetrations of the enemy populace. Inside agents referred to higher-level penetrations of the enemy's government or military. Doubled agents were enemy spies turned back against the enemy. Expendable agents were people hired to spread fabricated information among the enemy. Living agents were people recruited to infiltrate the enemy's ranks and return with information. Sun Tzu cherished his secret agents. He protected them and he rewarded them lavishly.

Things haven't changed very much over the years. Today, the CIA's clandestine service's main *raison d'etre* is the recruitment and handling of foreign spies. In today's parlance Sun Tzu's five agent categories would be termed low-level and high-level penetration agents, double agents, covert action agents and access agents. Yes, things really haven't changed at all. After all, espionage is the second oldest profession.

Nothing is more valuable to our national defense than a well-placed penetration of an enemy government or military. Human spies can provide us with the intentions of an enemy; most technical forms of intelligence collection (satellites, overhead photography, communications intercepts, etc.) can only tell us what the enemy is doing at the moment. Another step must be added to the process to seek intentions. It's called analysis.

Human intelligence collection (called HUMINT in the trade) remains the most efficient, economical and effective way to collect information. We should not, however, overlook other collection methods available to us. Things that were not available to Sun Tzu back in the dark ages. Specifically, these methods include the use of open source information available on computer databases, the internet and elsewhere.

For business intelligence the decade of the 90s brought with it the advent of the personal computer, the related World Wide Web and the exponential spread of databases containing readily available, cheap information.

Even in the government today, the problem is not a lack of information, it is the lack of qualified analysts and translators to put the information into usable form. There is a glut of information out there.

This has made it possible to obtain information on indi-

viduals and companies, domestically and internationally, quickly and cheaply from a desktop PC.

Only a few short years ago the collection of the same information would require hours of lugubrious effort rummaging through 3x5 cards in a library and days pounding the pavements in search of knowledgeable people to interview about a particular subject. A process so time intensive and expensive that most companies decided against any investigation at all.

They just went with their gut feelings; simply crossing their fingers and hoping for the best. There is no reason to do that today.

Think about it for a moment, every major country on earth recognizes the need for intelligence and employs an intelligence service to collect it for them; every army on earth collects information on opposing forces and terrain, and they have since before the time of Sun Tzu.

It follows that American businesses should do the same, particularly abroad where the terrain is less familiar, the rules of engagement are different and the competition has the home-field advantage. Add to this the relative ease and economy with which this information can be gathered, and you've got a no-brainer.

Then why do so many companies continue to neglect this aspect of competition and try to wing it? Simply put, they are often reluctant to spend additional funds to collect information they thing they can probably get by without. Sun Tzu would turn over in his grave.

The value of thorough, objective intelligence has been recognized since time immemorial; those who knew this fact were successful; those who didn't were losers.

Back in 500 BC, Sun Tzu knew about the importance of collecting intelligence to know his enemy. The same thing applies in today's corporate world where the importance of knowing the operating environment and the competition cannot be overstated. It's truly the key to success.

General Sun Tzu

Sun Tzu was not just a bespectacled Chinese academician who spent all his time reading books and pontificating to the King's Court about tactics on how to win battles. He was a hands-on combatant who rose to the rank of General by ruthlessly applying the principles of warfare and espionage he had devised over the years and set down in his book, *The Art of War*.

To give you an idea of the kind of man Sun Tzu was: about 2,500 years ago Ho-lu, the King of Wu, asked Sun Tzu – rhetorically – if he could train women in the same manner he trained men. Sun Tzu replied that he could. To test the general, the King assigned 180 beautiful young women from the palace to Sun Tzu's army with instructions to teach them troop movement techniques.

Sun Tzu divided the women into two companies and placed the King's two favorite concubines in command of each company. He began to train them in the basics of close-order drill. He said, "When I give you the order 'Front,' face in the direction of your heart. When I give you the order 'Left,' face toward the left hand, and when I say 'Right,' face in the direction

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AGM 2007 - Chicago - See you all there!



As we welcome in 2007, plans for the AGM to held in Chicago from August 15-18' 2007 at the Radisson Hotel are well underway. The committee members have been plotting and conspiring since the 2005 AGM that was held in sea front town of Cascais, Portugal. The Radisson Hotel is ideally located for exploring Chicago's shopping, nightlife as well as being close to the city's great lakefront. The committee chose the dates for the conference to coincide with the Chicago Air & Water Show which is scheduled for August 18-19th. Although some of the details are still in the planning and implementation stage, what is known is that the board meeting is set for Wednesday August 15th, the AGM will be held on Thursday the 16th followed by the opening cocktail reception. Friday the 17th will be filled with a day hold the Gala Banquet on Friday evening the 17th. The conference will continue on through Saturday with group/

networking outings being planned followed by a closing cocktail reception. As with previous AGM's, during the week there will be additional activities including group outings for networking and spousal programs. And yes there will be a hospitality suite that will be open around the clock if necessary.

Hotel reservations can be made by logging onto the Council website, www.cii2.org, and clicking onto the link to the Chicago conference page. There is a link to Radisson Hotels website along with instructions and the conference code. The committee negotiated an incredible room rate of \$139 US for a standard room.

As with the 2006 conference, you will be able to register and pay your registration fee via the Council website. You will also find a registration form in this issue of the Councillor. The committee has asked that if you know you are going to be attending the Conference, that you register sooner rather then later as it assists in the planning of social events. If you have any questions do not hesitate to contact one of the Conference Committee members, Jim Kirby, Steve Kirby, Jack Burke, Derek Nally and or Glenn Eiden.

SEE YOU ALL IN CHICAGO!



Ecstatic grandfather and CII member Michael Duffy, has announced that his daughter and CII member Brianna Duffy Lane of Davenport, Iowa USA has had a baby boy, Charles Michael Lane, weighing 8 pounds 10 ounces. Mike says everyone is healthy. Brianna was in attendance at our August AGM meeting in Singapore. Please send congratulations to Brianna

at: brianna.duffy@permarsecurity.com

And in more baby news, a beautiful baby boy was born to our newest CII member, Erica Thomadakis of Ilioupolis, Greece, at the end of December 2006. Erica will provide us more information about her company, but for now she is enjoying the time with the new baby. Congratulations can be sent to Erica at: erica@mti.gr. Best wishes to Erica and her family from all of us in the CII organization.



Sun Tzu and the art of business war

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of your right hand. When I say 'Rear,' face in the direction of your backs." Sun Tzu went over all this a few times to make sure everything was clear, and asked them if they understood. They replied that they did.

He then called the two companies to attention and gave the command: "Face Right," and the women all burst into laughter. He settled the women down and said: "Okay, if my instructions were not clear, then it is my fault. Commanders must make sure their instructions are clear." So Sun Tzu repeated the orders three more times, explained them five more times, and asked if they now understood the commands.

They replied that they did. Then he gave the command: "Face Left," and the women burst into laughter once again.

Sun Tzu settled them down again and said: "If instructions are not clear and commands not explicit, it is the commander's fault.

But when they have been made clear and are not carried out, the fault lies with the officers in charge of the companies." He then ordered the two company commanders (the king's favorite concubines) beheaded in front of their troops.

Sun Tzu didn't stand for any nonsense.

There were, of course, repercussions to Sun Tzu's actions; the King was pissed! Sun Tzu explained to Ho-lu that as Commander his orders were final, and admonished the King for trying to interfere with the tactical decisions of his Commander. He then asked the King to watch him drill the two companies.

Sun Tzu selected two more women to lead the companies and began to drill the troops. He commanded them to face left, right, forward, and back, etc., and the women responded in strict accordance with the prescribed drill and not a giggle was heard from their ranks. He then told the King: "The troops are now in good order. They may be employed as the King desires, and they will even go through fire and water without a challenge to an order."

The King soon got over his pique and Sun Tzu went on to win battle after battle for the Kingdom of Wu. He defeated the strong state of Ch'u to the west and subjugated the states of Ying, Ch'i and Chin to the north. The Kingdom of Wu ruled supreme in that part of China for the next 100 years due to Sun Tzu's military achievements.

And today Sun Tzu's lessons are still being studied by military and business leaders alike.

Defeating the Enemy

Business is war. Make no mistake about it. It may not be as bloody, but it is still a matter of the survival of the fittest. The tactical lessons espoused by Sun Tzu so long ago are as applicable today as they were then; witnessed by the fact that the US Marine Corps still requires every one of its officer candidates to read The Art of War.

In order to survive in today's cutthroat business environment, we must be properly armed. And one of the most important arrows in the businessman's quiver is accurate knowledge of his competitors and business environment. In other words, detailed knowledge of the enemy and the terrain of the battlefield.

Just think about it for a moment: Every major country on earth recognizes the importance of intelligence and employs an intelligence agency to collect it for them.

Over 2,500 years ago Sun Tzu wrote: "If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle." Frederick The Great also expressed his opinion on the importance of intelligence when he said: "It is pardonable to be defeated, but never surprised."

In today's highly competitive business world it is becoming more and more important to know your competition—know your enemy—and, particularly in the international arena, know your battlefield. There are minefields out there, and it is imperative to be able to identify and avoid them. As Sun Tzu pointed out, you can still lose, even when armed with superior forces, if the terrain is against you.

Possessing accurate intelligence is like having a flashlight in the dark. It won't remove any of the obstacles in your path, but it will illuminate them so you won't stumble over them.

Being Prepared

Realizing the importance of good, solid intelligence is the first step toward being prepared. The second step is employing experts to collect that intelligence. Some companies (W.R. Grace, AT&T for example) have special competitive intelligence units within their organization structure. Others hire professional consultants from outside of the organization to handle their intelligence collection requirements or augment their efforts. Either way, the craft of intelligence gathering and analysis is sufficiently arcane that it should be left to the experts.

CIA case officers, for example, spend about a year at "The Farm," its covert training facility, attending formal intelligence training courses before being released to employ their skills abroad. Part of what they learn is how to collect information discreetly through the use of clandestine tradecraft methods, how to evaluate the sources of that information, and how to report that information accurately, objectively and dispassionately.

The FBI and some police departments also run intelligence collection courses for their officers. The main difference between the CIA training and the FBI/police training is that the latter places more emphasis on techniques that utilize the power of the badge, while the CIA employs a more covert approach, relying more heavily on the use of cover and deniability to assure a greater degree of discretion in its collection efforts.

Companies employing in-house resources often have difficulty in obtaining objective information because of problems with training, resources and vested interests. Company personnel are usually not trained in intelligence collection techniques, the companies usually do not have the requisite resources (computer databases, personal contacts, etc.) to collect the information it

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Sun Tzu and the art of business war

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needs, and, finally, employees with a stake in the company's output will almost certainly lack the objectivity to report information accurately, without bias. The tendency is to paint pictures that support company policy or please superiors. This is precisely why professional intelligence consultants from outside the organization should be called in to handle the most sensitive intelligence gathering missions.

Categories of Business Intelligence

Generally, business intelligence can be broken down into three main categories: Risk Analysis, Targeted Collection and Counterintelligence.

Risk Analysis is general background information that a company needs to know to operate securely and effectively in an unfamiliar environment (usually international) where economic, political, criminal, insurgent, labor or other forces could adversely affect a company's operations. This is usually multisource, analytical-type information. It is designed to prepare a company for all eventualities, and to allow it to operate with "no surprises."

Targeted Collection is specific information the company

can use to increase its productivity or market share. Market analysis, due diligence, background investigations on potential partners, employees and others, and competitor intelligence all fall into this category.

Counterintelligence is information collected to protect a company's assets. For example, when proprietary information on a company's process, patent, copyright, product, etc. is leaked, pirated, copied or outright stolen by a competitor, there is a compelling need to plug the leak and prosecute the offending parties.

The purpose of counterintelligence is to collect information that will identify the spies within the company and the organization behind them and to provide enough evidence on the culprits to obtain convictions or press suits in a court of law. This may sound unbelievable, but the White House estimates the US economy loses \$100 billion (that's billion with a "b") a year due to industrial espionage and the theft of proprietary information.

(Part Two of Sun Tzu and the art of business war will be published in the next issue of The Councillor, in March.)

Going above and beyond when duty calls

By Alan Marr Regional Director for UK

In the words of the 1960's T.V. program Dragnet, "The Names in this story have been changed to protect the innocent."

I live in a small Surrey (UK) village called Lyne which consists of about 1,000 population, a church, school, village hall and a pub. In my local newspaper, police were appealing for help and as I read on the story unfolded.

The local Vicar in my village had one morning found an urn of human ashes, left in the church

porch. He decided to hand them to the local police station at Chertsey. The urn had a name, Peter DAS and a date of death on it. Police were appealing for relatives of the deceased as they had been unable to trace anyone. Chertsey police station closed down and the urn was transferred to the area police at Addlestone.

Under normal circumstances property handed to police would be disposed of after 3 months, but these were human remains and could not just be thrown away, so they had made the newspaper appeal. I thought I might try to trace the relatives. I went to the Central Family Registry in London and armed with the name and date of death I found a reference to it. Armed with the reference numbers I was able to send off for a copy of the death certificate. A copy of the death certificate came in about ten days and it gave me the address of the deceased at the time of death.

Using various data bases I was able to trace an address for his son. I decided to go and call on the son armed with a copy of the newspaper article. Unannounced I arrived at the address in North West London and relayed my story to the son. He was naturally

very surprised and called his mother in Spain to ask her what had happened to dad's ashes? His mother had placed the ashes in the loft of their house after the cremation, but forgot about them. The family moved houses and the ashes were only found when the new occupiers themselves moved to my village, bringing the ashes with them. I was able to reunite the son with his father's ashes, much to the delight of all concerned. The final chapter of this little story is that the son visited India, his father's birthplace and scattered the ashes in the River Ganges, thereby completing his life-

cycle. The police property officer now had space on his window sill!

Computer Vocabulary

By Randy Schneck, Colley Investigations

- Undelete recover deleted files
- File Slack the "area" between the end of a file and the end of the last cluster where data resides
- Password Recovery software that recovers the saved password
- Mirror Image a bit-by-bit pristine duplicate of a single image
- Virtual Memory Software allows users to set up multiple virtual computers and use one or more of these virtual machines simultaneously with the hosting operating system.

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New Age International Crime Busters - Private Investigators on the Move

By Ponno_Kalastree

The world of investigations has always had an element of mystery, excitement and glamour – thanks to movies such as James Bond and TV series such as Magnum PI, Las Vegas, and CSI.

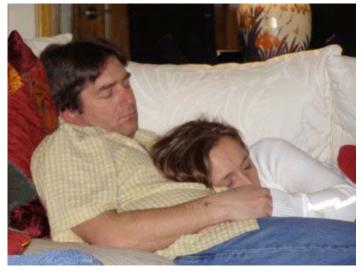
In Asia, until recently, private investigations has been considered unglamourous work - "snoops" who are paid to take photographs of cheating spouses. They are perceived to be mainly retired police officers who have entered the sensational world of PI to keep themselves occupied.

A new breed of private investigators has emerged with the advancement in technology, the globalization process and the dynamic changes shaping the world economy and its key players - the corporate and industrial sectors.

Today, the internationalization of world economies has heralded the emergence of a new group of private investigators who focus on commercial investigations. These new age "crime busters" are graduates from various disciplines - psychology, law, business, and science. They have become research analysts, asearching through pages of data from primary and secondary sources to analyze crime patterns or simply to process information that can be used to make effective business decisions.

Today, private investigators, especially from the West are involved with law enforcement agencies as partners to combat transnational crime. As businesses become borderless, the world has become one big marketplace. Criminal activities have also kept up with the international wave, which makes it harder

An Exciting Proposal



By Robert Dudash

Those of you who where at the AGM in Singapore, saw Kevin Ripa and Sheri Vogt at the various events. In November, Kevin proposed. Both were overcome by the excitement of her acceptance of his proposal. Fortunately I was able to capture them shortly after the proposal. Aren't they a lovely couple!!!

to combat due to sovereignty issues, and differences in language, culture, legal and social environments between countries.

Combating International Crime

International crime is not new but lately its intensity is felt more due to developing Asian economies. Furthermore, a trend has developed that traces every act of violence in the world back to Asia, and its impact – socially, economically and politically, is faced by Asians.

We need to recognize and acknowledge this problem in international crime which permeates all levels of social fabric in Asia's society, and there is a need to eradicate the problem from the roots. The West may be the biggest culprits and perpetrators, asthey seek the loopholes in Asia's fragile and volatile systems to spread the growth of crime. The criminal act is being executed in Asia due to the lack of legal control and education, the vicious poverty cycle and the general tolerance of crime as a way of life.

Private investigators in Asia play a role in combating international crime – though they may not even have heard of it! Private investigators are playing their part in an effort to provide commercial intelligence to law enforcement agencies to stamp out criminal activities.

International Crime Concerns in Asia

Terrorism

11 September 2001 took over 3000 lives in co-ordinated attacks at the World Trade Center in New York and The Pentagon in Washington, and changed the world forever.

The terrorist attack was the first among a series of attacks and suicide bombings that have robbed lives at tourist destinations in Bali, the Marriot Hotel in Jakarta, the railways stations in London and Madrid, and recently the hotel blasts in Jordan, and the shopping area in New Delhi. Less known to the world are the daily rampaging that are killing innocent lives in Southern Thailand.

Suicide bombings and terrorism are not new to Asia, but it is worsening and a bleak future awaits Asia if the terrorist threat is not well contained and controlled:

For decades, **Sri Lanka** has been fighting the Liberation of the Tamil Tigers Eelam LTTE – Sri Lanka

India has been battling with the Kashmiri separatists in the Himalayans.

Indonesia has been the worst hit with the two bomb blasts at its tourist spots in Bali, a bombing at the Marriot hotel in Jakarta and other incidences in its provinces.

Southern Thailand has been facing a state of emergency for the past few months and the situation is worsening. Tension has been created between Thailand and Malaysia, as Malaysia is accused of sympathizing with terrorists and harbouring them in North Malaysia.

Philippines has occasional bombings in Manila. Kidnappings in Mindanao by the rebel group Abu Sayaf have drastically affected tourism in the Mindanao province

Malaysia has had bomb threats at the foreign embassies in Kuala Lumpur, but there have been no major incidents yet

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New Age International Crime Busters - Private Investigators on the Move

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Singapore is believed to be the breeding ground for the JI, who are educated and grow up in Singapore, before they move to neighbouring countries to recruit and spread their cause. No major incidents have occurred but the threat has been very real – from the arrests made a few years ago.

What is new and frightening is the global face of terrorism with the Al-Qaeda international network and its related organizations such as the Jamiah Islamiah (JI) in Asia.

JI is dangerous as they are faceless and formless with cells throughout South East Asian countries and they are bent on creating disunity. JI is dangerous because they are a group not formed to fight territorial or political rights or a fight against oppression, but focused on changing the social fabric and ideology of economic, political and legal systems.

JI is most actively thriving in Indonesia because Indonesia is the world's largest Muslim nations. JI has a brand of Islam different from the moderate Muslims which dominate the South East Asian region.

Asian governments claim the terrorist web can be broken through information sharing at government intelligence levels, however, more needs to be done at legal and social levels, and at the private sector level. This is where private investigators can play a part – as we have the skills and network of contacts to gather the required intelligence.

There is no specific profile of a JI terrorist. On surface, they lead ordinary lives in ordinary residential areas. They have education, they go to work, they pay taxes but they lead a deadly double life, shrouded in secrecy.

In Asia, there is still a parent-child approach between the government and private sector. Government feels a sense of responsibility to be the figure head that provides the direction first. However with today's modern technology and information age, the private sector may have the advantage to resources and timely information not even available to government machinery due to red tape and budget constraints. For instance, private companies are free to network and exchange contacts. Government organizations are restricted by policies which must be adhered to.

Flesh Trade

The flesh trade is rampant in Asia's growing economies. Thailand remains a hot spot for pedophiles and foreign men following the sex trade. The Philippines is also known for its go-go dancers – mainly exported to Japan.

Mail order brides, sex tours, and find-a-bride tours are all not uncommon in the more urban countries like Singapore and Malaysia to Cambodia and Vietnam.

Over the years, non-profit organizations have devoted themselves to the cause of combating human trafficking in Asia. Private investigators have been engaged to obtain evidence of trafficking so that rescue efforts can be put in place. The US Customs and Enforcement agency officers (ICE) are also active in monitoring the events in South East Asia.

Laws in USA and Canada are now being shaped to prosecute their citizens who are found engaging in lewd acts with young children. Similar laws are being introduced in the more urbanized Asian countries such as Singapore.

Support from local governments of respective countries needs to be harnessed and extradition treaties binding the prosecution of transnational crimes will need to be reviewed for timely and effective action.

Product Counterfeits

Counterfeits are a major problem for Asian countries due to available technology and cheap labour in Asia.

China is notorious for being a counterfeit haven. Multinational companies have been setting up manufacturing plants in China to benefit from lower production and labour costs. In the process of setting up factories, they have brought into China their proprietary technology, training and expertise.

Taiwan and Korea are manufacturing bases for counterfeit products, especially for electronic and computing products. Singapore, being a free port zone, is a popular trans-shipment route for counterfeits being exported to other countries.

Thailand, Philippines, Malaysia, Singapore, and China has an abundance of counterfeit items from consumer goods, industrial and commercial items on sale due to its price-sensitive marketplace. There is a generally high tolerance for quality counterfeits in Asian countries.

Private investigators are being engaged by multinational companies to monitor the sale of counterfeit items of their products in the marketplace. The business loss to companies due to counterfeits can run to millions of dollars. A niche has opened for private investigators who specialize in working for companies selling high end brands, where they obtain the evidence which is then used to conduct raids and prosecute sellers of counterfeit items, or obtain information on shipment of counterfeit products for the cargo to be seized at port. The enforcement action will be passed on t0 the Commercial Affairs section in the Police force of each respective country.

Document Counterfeits

A more serious area of counterfeits is the production of identification documents such as identity cards, passports, and currency.

In the past, there have been allegations that US dollar counterfeiters from countries such as Nigeria and East African countries (Tanzania, Kenya, Zambia) have been manufacturing counterfeit notes in countries such as Malaysia, Indonesia and even Singapore where the policing of such activities is poor. This is due to the printing machinery, skills and paper quality available.

The lack of centralized databases for official records in most Asian countries has made it difficult to trace the authenticity of a person's identity and the identity documents. Many records are being stored at provincial level and in some cases, manual searches must be done.

As part of due diligence assignments, this verification process is conducted by private investigators who will have to visit various offices at national and provincial lev-

New Age International Crime Busters - Private Investigators on the Move

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els, and make site inspections to confirm the authenticity of the information provided.

Breach of Intellectual Property (IP)

The lax of intellectual property laws generally in Asia has made it possible for many counterfeits and copy cats to thrive.

Singapore has an intellectual property watchdog called the Intellectual Property Office of Singapore and an Intellectual Property department within the commercial crimes division that specializes in IP raids. Most countries in Asia do not have such an established system to promote IP protection.

Since China joined the World Trade Organization in 2001, it has improved its IP laws to protect its reputation and also encourage investments. There is still recognition that IP laws are insufficient in China but the process to prosecute offending parties and close down factories of infringing parties have become simpler. There is no need to apply to the criminal courts for search warrants. Evidence can be gathered by the plaintiff (the multinational company), who can then visit the administration bodies in their respective provinces. The administration bodies can then conduct the raids. The value of seized counterfeit items in China has totaled millions of US dollars, and in a year, over tens of thousands of premises have been raided, most of it in Shenzhen.

Law enforcement agencies and multinational clients seek the assistance of private investigators to obtain evidence of intellectual breaches and monitor the marketplace.

The breach of intellectual property is not just a commercial crime that affects the client's business. Its implications spread far wider, as millions of dollars can be earned by organized syndicates and terrorist cells from the breach of intellectual property due to the abundance of markets in Philippines, Thailand, Malaysia and even Singapore.

Product Diversion

Product diversion is another avenue for organized crime groups to generate money through "legal" channels to fund their illegal activities. Legal channels can include parallel import permits.

There has been no evidence to show the correlation, but through product diversion, it would be possible to export weapons and dangerous chemicals. Even basic petro-chemicals such as Naptha, Bezene, Hydrochlorine or a commodity such as sugar can be dangerous if it falls into hands that can create explosive chemical mixtures.

The bill of lading are switched at ports such as Singapore which has good trade relations with most countries, and then they are re-exported again.

Product diversion and parallel imports are closely related to legitimate means of money laundering through "under invoicing", and the sale of expensive genuine items at cheap rates to benefit high profits. None of these activities are criminal offences as they are part and parcel of business.

Once these products cross borders, they are covered by the laws of different jurisdictions, which makes them even harder to track. It is believed that terrorists have started using legitimate businesses to launder funds across countries.

Hence, commercial intelligence is crucial to support the role of the Customs Department in port monitoring. Unlike law enforcement agencies that can only act when there is sufficient evidence, private investigators can act on reliable information and verifying it, which will provide the solid evidence required by courts for prosecution.

Identity Theft and Fraud

Identity theft and fraud is common in Asia due to petty theft. Wallets filled with personal identity cards are stolen and then sold. From the stolen identity documents, transactions can be executed and applications for phones, credit cards and even passports can be made – taking advantage of lax due diligence. Again most countries and government departments in Asia are lax in terms of corporate security policies. Bribery is also common to speed up application processes.

Until the social system improves to discourage bribery, and there are mandatory laws to place checks and balances on security procedures in work processes, identity theft will continue to thrive in Asia.

Foreign institutions such as banks and insurance firms, and prospective employers should engage private investigators to verify information provided by candidates from high risk countries where document forgery is common. Terrorists have been able to penetrate into countries and organizations, gaining legitimate status as a result of identity fraud.

Conclusion

With the global terrorist threat that is unlikely to disappear overnight, private investigators are now moving into the arena of international crime busters.

From surveillance sleuths to economic crime analysts, the private investigations industry worldwide has evolved significantly.

In the West, there is an increasing partnership between the private investigations and government sector. The "Private Interpol" are formed through international associations such as the Council of International Investigators that has a network of members in over 40 countries, the World Association of Detectives that has been in existence for over 80 years and a few others. Nevertheless, there is always room for continuous improvement in partnership – just like in any marriage!

In Asia, private investigations is a dynamic and growth sector that is gaining increasing recognition from the law enforcement authorities on its contribution to national security issues.

As crime transcends international borders and cyberspace, both private investigations and the government organizations need to continually keep abreast of developments and work together for the betterment of the society and the volatile world that we live in today.

What will you bring to the Silent Auction in Chicago?

CII — Pending Applicants

Alan Bowles Clifton, NJ USA Bowles Corporate Services abowles@bcs.ws

Conrad Ceillam St. Peter Port, Guemsey, Channel Islands DNA Services LTD dna@guernsey.net

Jungnam Chi Seoul, Korea Providers Korea prochi@providers.co.kr

Kenneth Cummins Washington, DC USA Capitol Inquiry Inc kcummins@capinq.com

Cynthia Hetherington Pasippany, NJ, USA AON Consulting ch-ls@data2know.com

Guang Meng Shenyang, Liaoning Province, China Kedun Detective Office

Ramesh Priyolker Mumbai, Maharashtra, INDIA EIPR (India) Limited ramesh@anti-piracy.com

Kunwar Singh New Delhi, India Lancers Network Limited detectives@lancerindia.com

Sharad Wadekar Pune, Maharashtra, INDIA Securafence Security PVT LTD smw@securafencesecurity.com

Wai Wong Kowloon, Hong Kong, CHINA Asia Pacific Security Services Ltd. mwh@apss.com.hk

CII—New Applicants

Laurence Brown
Newport, South Wales UK
LBA International Consultancy Ltd
Laurence.Brown@lbaconsultancy.com

John Dyer Singapore Microsoft Corporation OPNS PTE Ltd timdwyer@microsoft.com

Venkatesh Kodur Jayanagar Bangalore, India ABC Security & Detective Network, PVT LTD venkat@advancegroupindia.com

Guang Meng Shen yang, Liaoning Province, China Kedun Detective Office

Da jiang Zhang Bejing China Tianchao Business Investigation Center master@tianchao.com.cn

CII—New Members

Lydia Jaschke, CII Siegon, NRW Germany Indago, GMBH jaschke@indago.de

Mas Feiros Masbollah, CII Singapore Goldeneye Investigations & Security Services PTE LTD mas@goldeneye.com.sg

Bernard Owusu-Twumasi, QII Adabraka, Acura Ghana Oak House info@oakhousepi.com

Erica Thomadakis, QII Ilioupolis Greece MTI Security Consulting Erica@mti.gr

David Williams, CII Huntington Beach, CA USA DCW & Associates dwilliams@cdwpi.com

Jeffrey Williams, CII Makati City, Manila Philippines Orion Support Incorporated <u>jwilliams@osi.com.ph</u>

Regional Directors 2006-2007

01 CANADA EAST	Fred Dehmel	fdehmel@csilimited.com	
02 CANADA CENTRAL	Brian King	bking@king-reed.com	
03 CANADA WEST	Fred Dehmel	fdehmel@csiinvest.com	
04 USA NORTHEAST	Joan Beach	Joanmbeach@aol.com	
05 USA SOUTHEAST	William Lowrance	july05@cox.net	
07 USA CENTRAL	Robert Dudash	isipi@msn.com	
08 USA WEST	Paneen Allen		
09 AUSTRIA, HUNGARY, SWITZERLAND	Heinz Rambousek	beran@detektivunion.at	
10 NETHERLANDS, BENELUX COUNTRIES	Alan Marr	alan-marr@jigsaw-services.demon.co.uk	
11 CARIBBEAN, SOUTH AMERICA	Maurice C. Amres	geb@solutions2000.net	
12 CENTRAL AMERICA	Brett Mikkelson	brett@bminvestigations.com	
13 IRELAND, N IRELAND	Alan Marr	alan-marr@jigsaw-services.demon.co.uk	
14 SCOTLAND, ENGLAND	Alan Marr	alan-marr@jigsaw-services.demon.co.uk	
15 SPAIN	Alan Marr	alan-marr@jigsaw-services.demon.co.uk	
16 FRANCE	Joel Auribault	jra@agence-investigations.com	
17 SCANDINAVIA	Jouni Heikkinen	academic@welho.com	
18 BELGIUM	Michel de Kort	mdk@dekort-partners.be	
19 GERMANY, E. EUROPE	Jurgen F. Hebach	fritz.cii-berlin@web.de	
20 ISRAEL	Jacob Lapid	lapidim@bezeqint.net	
21 INDIA	Pawanjit Ahluwalia		
22 SINGAPORE, SE ASIA	Ponno Kalastree	p.kalastree@mainguard-intl.com.sg	
23 HONG KONG, KOREA	Li Fuk Ki	lifk@hkabc.net	
24 CHINA	Hai Yang	cn@sbcs.com.cn	
25 JAPAN	Kenji Ohara	mission@olive.ocn.ne.jp	
26 AUSTRALIA, NEW ZEALAND	Rodney Webb	rtw@mwacorporate.com.au	
27 ALBANIA, GREECE, TURKEY, CYPRUS	Alan Marr	alan-marr@jigsaw-services.demon.co.uk	
28 NORTH AFRICA	Alan Marr	alan-marr@jigsaw-services.demon.co.uk	
29 CENTRAL AFRICA	Alan Marr	alan-marr@jigsaw-services.demon.co.uk	
30 SOUTH AFRICA	Alan Marr	alan-marr@jigsaw-services.demon.co.uk	

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 					_
Exec		_ ^ ^ ^	\sim	$\boldsymbol{\cap}$	
	1 2 1 3 1 7 7				

Position	Member	Location	Telephone	E-mail
Chairman of the Board	Jay L. Groob	MS, USA	617.739.6060	aisjlg@aol.com
President	Bertram S. Falbaum	AZ, USA	520.751.1615	Bertfalbaum@cs.com
1st Vice President	James R. "Jim" Kirby	IL, USA	630.941.1700	jrkirby149@aol.com
2nd Vice President	Fred J. Dehmel	NS, Canada	902.450.0697	fdehmel@csiinvest.com
3rd Vice President	Nancy Barber	CA USA	415.334.0856	nickbk@aol.com
Secretary	John T. "Jack" Burke	IL, USA	312.372.5500	burkeassc1@sbcglobal.net
Treasurer	Rod Webb	Perth, Australia	61.8.9322.1877	rtw@mwacorporate.com.au
Executive Regional Director	Alan Marr	England	44.1932.875224	alan-marr@jigsaw- services.demon.co.uk

CII Board Members					
Year	Name	E-mail			
2007	Thomas L. Davies	Rowledge, England	44.1252.790963	tldavies19@gmail.com	
	Maurice C. Amres	Guyana	592.225.6573	geb@solutions2000.net	
	Lois Colley	Ohio, USA	843.722.4244	lec@colleypi.com	
	John "Jack" J. Devine	New York, USA	212.333.0204	JackDevine@TheArkinGroup.com	
2008	Roy Whitehouse	Portugal	351.289.369.180	wis-int@ip.pt	
	Goolam Monsoor	France		contact@as-detective.com	
	Gurnam Singh Hothi	India	91.22.28321162	kgiss@mtnl.net.in	
	John Mahoney	AZ, USA	520.886.6633	jj1617@comcast.net	
2009	Ponnosamy Kalastree	Singapore	65.6296.5881	P.kalastree@mainguard-intl.com.sg	
	Reginald J. Montgomery	NJ USA	201.327.3301	reggie@njinvestigator.com	
	Kevin Ripa	AB, Canada	403.703.4846	kevin@computerpi.com	
	Pawan Ahluwalia	New Delhi, India		pawan@premiershield.net	

The International Councillor is published on behalf of the CII by: Jimmy Gahan **Lois Colley Trish Dehmel** Please send submissions to Lois Colley at lec@ddiligence.com or to Trish Dehmel at tdehmel@csiinvest.com. Your photos and articles are needed in order to make this newsletter an informed and entertaining vehicle for CII.

Lapidim sets up shop in Atlanta

From the Atlanta Business Chronicle

Privately held investigations and business intelligence agency Lapidim Projects has opened its second U.S. office in Atlanta, now the company's North American headquarters.

"We plan to make the Atlanta office our main office in North America, in light of the thriving business environment and the strong linkage between Israeli global companies and the southeast region" said Jacob Lapid, CEO and founder of the group. Lapid is a retired colonel from the Israel Defense Force (IDF), where he served as a Tank Brigade commander. He later served in the Intelligence unit, fighting terrorist groups.

Israel-based Lapidim helps law firms, corporations and financial institutions that conduct international activities or are interested in expanding their overseas business. Investigations include fraud exposure, due diligence background investigations, asset tracing and recovery, IP protection and operations.

Lapidim was involved in the Enron case, where it proved European bankers were involved in false pretense to Enron's creditors. Lapidim also has branches in Israel, Russia, Kazakhstan, Holland, India, Canada and the United States, and employs a network of agents in other countries.