

BUSINESS CONTINUITY MANAGEMENT – SS540 STANDARDS

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“ The leading Hotel Asset Management company is teaming up with the Industry Leader of Security”



BCM - SINGAPORE



Global Asset Solution & LSA Consultants – Who are we?

Business Continuity Management (BCM) – What is it?

Singapore Standard SS540 Business Continuity Management - Introduction

BCM – The Benefits to Business

BCM Implementation – What is the Process?

Integrating Existing Systems

National BCM Programme - Singapore Business Federation (SBF)



Global Asset Solution – About Us

Global Asset Solution Singapore

- Incorporated 2007

Our Core Competencies:

- Hotel Asset Management
- Hotel Consulting
- Hotel Feasibility & Real Estate Valuation
- Targeted support (acquisition, takeover, centralized accounting)
- Crisis Management
- Mixed-Use & Branded Residential Sale Planning
- Investment Sales

Our Consultants & Locations:

- Bali | Dubai | Geneva | Kuala Lumpur | London | Moscow | New Delhi | Singapore | Shanghai

Our Strategic Partners:

- Alex Slors Consulting - London
- M Square Hospitality – Moscow
- Anilavon Group – New Delhi
- Shayana Hotels – Kuala Lumpur
- Meriem Hall Interior Design – Singapore
- LSA Consultants – Singapore
- Citadel International – Beijing



LSA Consultants – About Us

LSA Melbourne Australia & Singapore

- Incorporated 2006 | 2008

Our Core Competencies:

- Security Risk Management
- Business Continuity Management
- Emergency Management
- Crisis Management
- Master Security Planning
- Supply Chain Security Management
- Major Event Security Management

Our Consultants & Locations:

- Singapore | Melbourne | Beijing | Bali | Dubai | Shanghai | Sydney

Our Strategic Partners:

- AETOS Security Consulting - Singapore
- Future Risk – Sydney
- BCM Training – Pacific Region
- INCON - Dubai
- Global Asset Solutions – Singapore
- Eduline Training & Consultancy – Singapore
- Citadel International - Beijing



Business Continuity Management in Action

BCM Experience

- Olympic Games Sydney 2000 | Athens 2004 | Beijing 2008
- Commonwealth Games Manchester 2002 | Melbourne 2006
- Exxon Mobil
- IAG
- Lend Lease
- Goldman Sachs JBWere
- Government of Victoria
- Government of NSW
- Telstra Corporation
- Australian Wheat Board (AWB)
- Australian High Commission – PNG & Samoa
- British American Tobacco (BAT)
- Caltex
- Colgate Palmolive
- Goodman Fielder
- Harmony Gold
- Melbourne 2007 MotoGP
- Transfield Services



Industry Projects - BCM

LSA Consultants & its Partners have extensive experience and a proven track record in providing BCM related advice to clients in a range of sizes and complexity, and in a variety of industries including:-

Hospitality & Entertainment

Government

Finance & Banking

Manufacturing

Transport | Logistics – Port Terminals & Aviation

Insurance

Petrochemical & Mining

Information Technology

Critical Infrastructure – Power

Food & Drug



Hospitality Business Continuity Management – What is it?

"Successful businesses plan for success."

- Hotel operators or GMs are NOT security experts
- Hotel operators are responsible to a limited level, hotel owners will pay most the damages
- A business is only as successful as it's ability to continue to trade and operate in all circumstances
- BCM designs an organisations ability and capability to continue to operate and recover from a disruption to normal business operations.
- BCM puts plans in place to:
 - Alert the Crisis Management Team to action;
 - Effectively Respond to the Incident/ Occurrence;
 - Coordinate key organisation resources;
 - Prioritise essential hotel functions during disruption;
 - Communicate with hotel staff, stakeholders and media;
 - Recover from the disruption in a logical, systematic manner customised to that business;
 - Minimise and manage risk to key assets;
 - Mitigate loss to business, revenue, brand damage and reputation in coordination with the hotel asset manager



Mandarin Hotel Beijing Fire – February 2009 US\$731m Damage

Hospitality Business Continuity Management– What is it?

Risk Management

- Integrates with hotel ERM System
- Utilises International Best Practice Risk Management Methodology

Emergency Management Plans

- Ensures effectiveness of Emergency Response & Recovery Plans
- Integrates EM Plans throughout the property
- Hotel Operation Profit Protection Plan (re-forecasting, cost cutting, close outlets, floors, limit outsourcing, reduce provision...)

Disaster Recovery Plans

- Builds in existing DR Plans
- IT & Critical Asset/ Infrastructure Recovery

Crisis Management Plans

- Develops key management protocol & procedures during crisis
- Trains & exercises key management & hotel staff to operate and lead effectively during a major incident

Business Continuity Plans

- Develop a plan to ensure the continuity of operations during a threat to business whilst meeting company objectives
- Ensures effective Corporate, Media & Stakeholder communications
- Specifies resources & capabilities required to prepare, respond & recover from threats

Testing & Exercising

- BCP plans are subject to regular tests & exercise
- Verifies committed resource adequacy, training, availability for effective & efficient recovery

Examples of Incidents that cause Disruption to Hotel Business

- Disruption to Business can occur through many Direct & In-Direct means
- Whilst intentional Security Related incidents (Criminal/ Terrorism) feature in the BCM Landscape, many other serious disruptions are created through unintentional Accidental, Climatic or Environmental incidents and disasters
- An organisation may become a 'Proximity Victim' from an un-related external threat or incident

Direct Disruption Examples

Crime Fraud Terrorism	Fire	Flooding
Bomb Threat	Sabotage	Regulatory Non- Compliance
IT Failure	Power Outage	High Security Alert
Negative Media - Brand Damage	Loss of Key Management	Industrial Action

Indirect Disruption Examples

Pandemic Major Health Issue	External Financial Crisis	Heightened National Security Alert
Political Instability	Currency Fluctuation	Legislative Practices
Adverse Weather Conditions	Evacuation – Proximity Threat	Transport Disruptions

Most Famous Examples of Incidents

Americas

- Hyatt Hotel walkway collapse in Kansas City, Missouri (July 17 1981), killing 114 people and injuring more than 200 others during a tea dance
- MGM Grand fire (November 21, 1980) now Bally's Las Vegas killed 87 people
- The Marriott Hotel at 3 WTC collapsed (Sept 11, 2001), no precise number of casualties exist
- Hurricane Katrina destroyed most of Downtown New Orleans hotels (August 29, 2005)

Asia Pacific

- Singapore Hotel New World collapsed (15 March 1986), trapping 50 people beneath the rubble. 17 were rescued, while 33 were killed
- Marriott Jakarta car bombing (5 August 2003), killing twelve people and injuring 150
- SARS
- The Boxing Day Tsunami in 2004 caused approximately 350,000 deaths and many more injuries. Phuket tourist area was severely damaged.
- Islamabad Marriott Hotel bombing (20 September 2008), killing at least 54, injuring at least 266
- The 2008 Mumbai attacks (26-29 November 2008) killed at least 173 people and wounded at least 308. Eight of the attacks occurred in South Mumbai including the Oberoi Trident, the Taj Mahal Palace & Tower

Most Famous Examples of Incidents

Middle East

- Sharm el-Sheikh attacks (July 23, 2005), killing 88 people and over 200 were wounded by the blasts. Mövenpick Hotel bomb killed six tourists and the Ghazala Gardens hotel blast killed 45.
- 2005 Amman bombings were a series of coordinated bomb attacks on three hotels (November 9, 2005), killing 60 people and injured 115 others (Grand Hyatt Hotel, Radisson SAS Hotel, and Days Inn)
- Israeli warplanes bombed southern Beirut (July 2006), killing dozens of Lebanese civilians. It was the high seasons for the hotel industry and the operators were not prepared

Rest of the world

- Grand Hotel in Brighton UK was bombed in 1984 and burn down in 2008
- Paradise Hotel Mumbasa (28 November 2002) car bomb blew up in the lobby
- 1998 U.S. Embassy bombings (August 7, 1998), hundreds of people were killed in simultaneous car bomb explosions at the United States embassies in the East African capital cities of Dar es Salaam, Tanzania and Nairobi, Kenya
- Sadly the list goes on and on... Directly and indirectly impacted, hotel s need BCM in place



Singapore Standard SS540 Business Continuity Management

New Standard for Singapore – Launched October 2008

- Based on similar International Standards BS25999; AS/NZ 221:2004 etc

Applicable to all organisation regardless of size

Implementation by Established & Tested Framework

- Provides the framework for entities to analyse and implement strategies, processes and procedures to address concerns for its survival against internal & external threats

Emphasis on resilience and protection of critical assets:

- Human
- Physical Hotel Asset
- Environmental
- Intangible

Focuses on continuity management and the prompt recovery of business functions

The Standard adopts a process approach to establish, maintain and improve an organisations Preparedness; Response; Continuity Management System

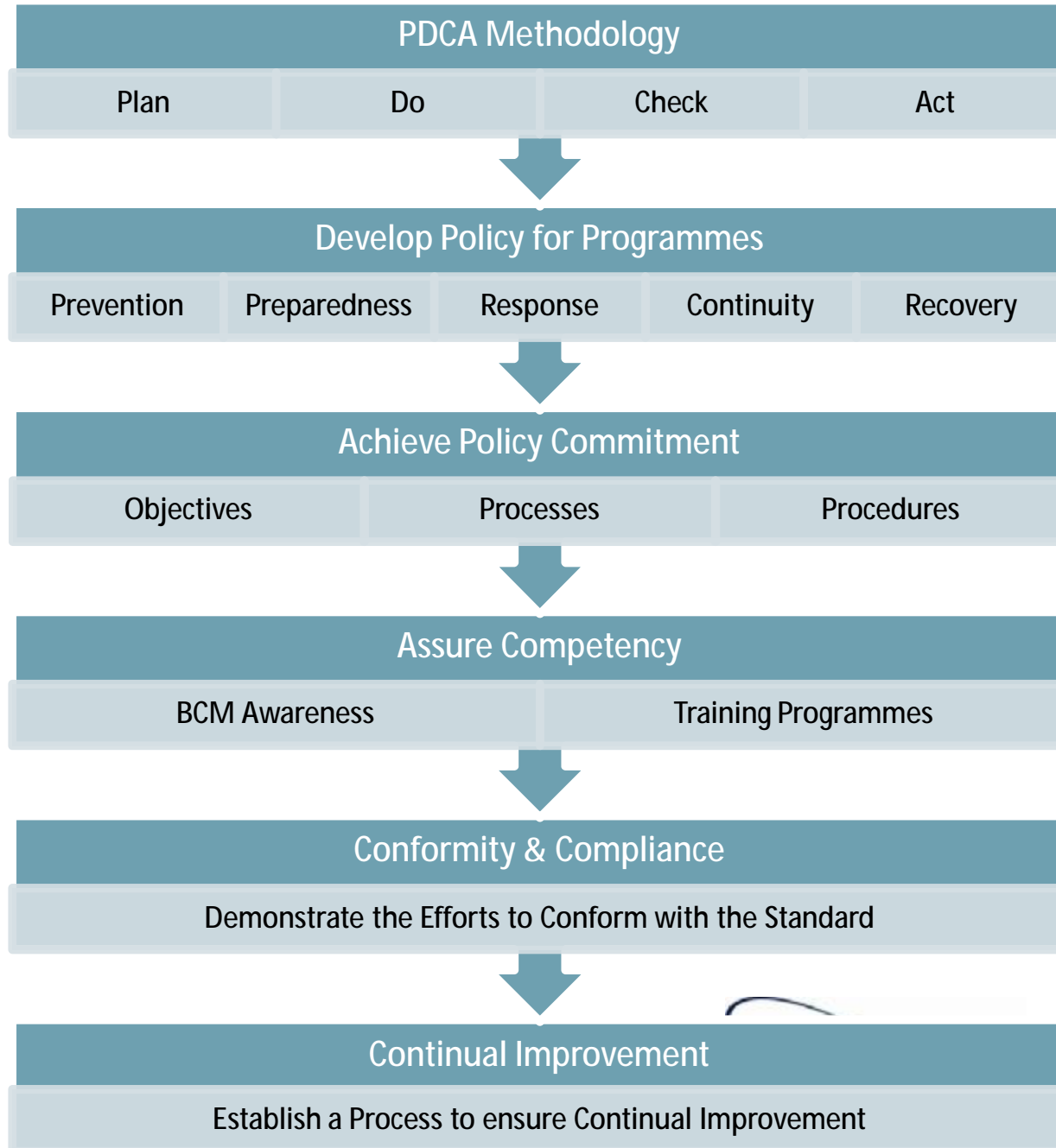


SINGAPORE STANDARD
SS 540 : 2008

SINGAPORE STANDARD FOR
Business continuity
management (BCM)



SS540 Standards Objective for Compliance



Hospitality BCM Benefits to Business

Protect and Increase your Hotel EBIDA and Real Estate Value

Mitigate | Minimise Exposure to Unforeseen Risks

Stakeholder Confidence in your hotel | GAS Security logo

Regulatory Compliance may require it

Growing Global Requirement for BCM in Uncertain Times

Upstream | Downstream BCM Consistency

Competitive Advantage | More Attractive Business Option

Excellent Timing | Government Encouragement & Incentives

Differentiate from Competitors with Recognised Certification

Effective Risk Management = Reduce Insurance Premiums

Faster Recovery Post Incident – Minimise Loss Potential

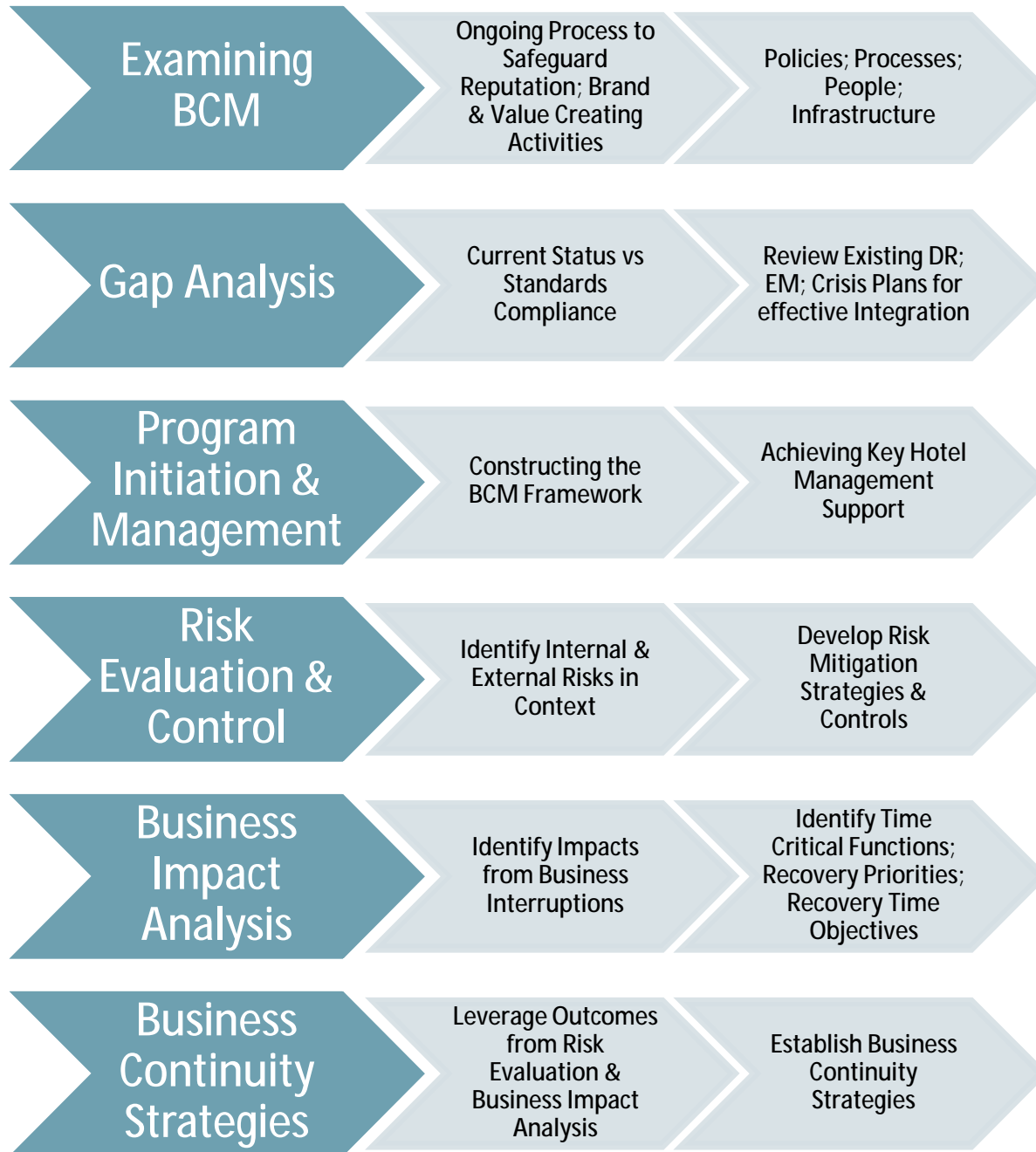
Aligns with Government Industry Standardisation Goals

Become Government Tender Ready with BCM Compliance

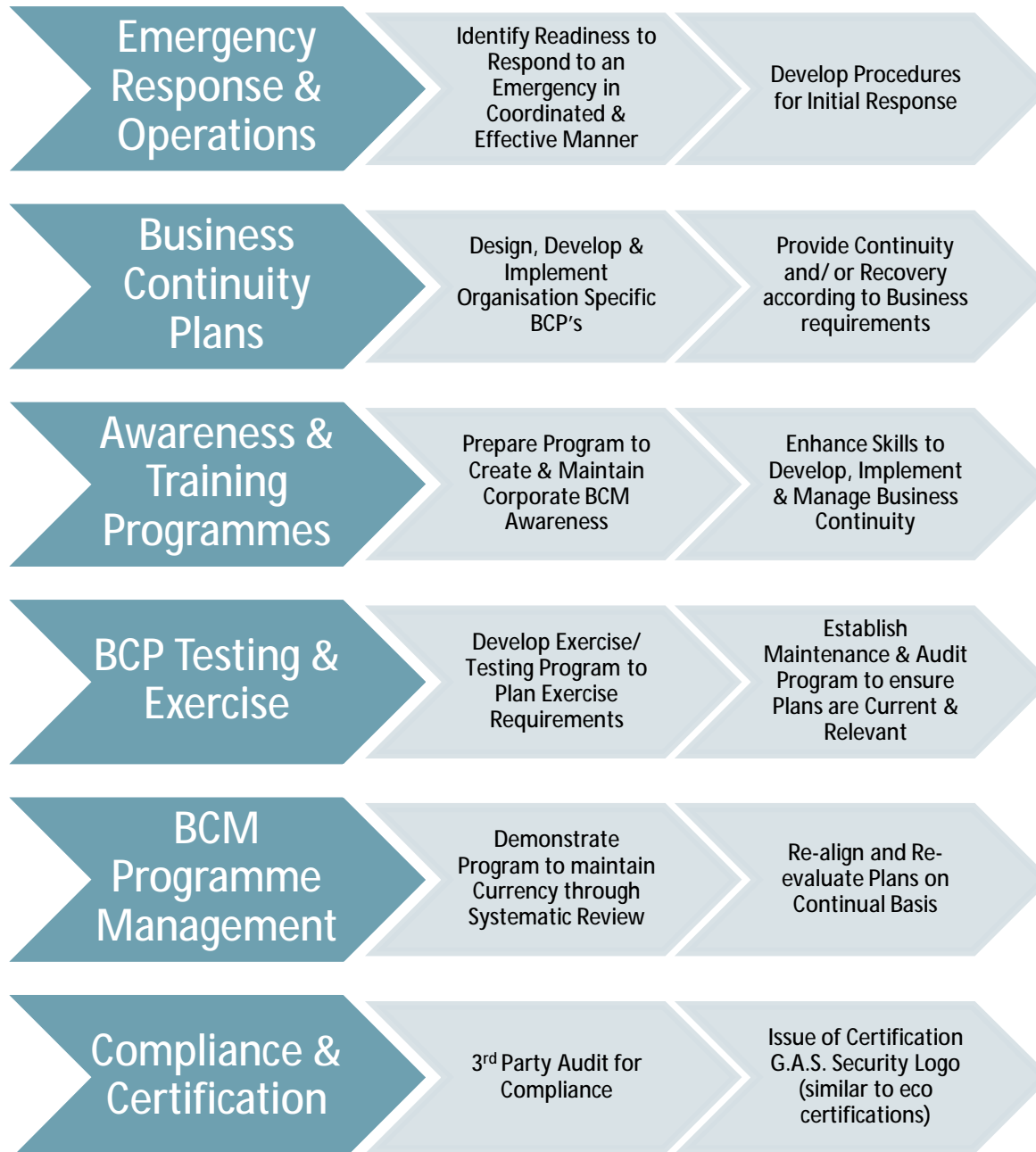
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Hospitality BCM Implementation



Hospitality BCM Implementation - 2



Integrating Existing Systems

Synergies do exist between BCM SS540 Standards and Existing Management Systems and Regulatory Standards

For Example:- Organisations can effectively utilise the Risk Assessment Process established in ISO14000 or ISO28000 and Comply with SS540 Compliance through 3rd Party Audit can be more easily demonstrated if the organisation already adopts the Plan, Do, Check Act Methodology for Continual Improvement.

Business Continuity Management

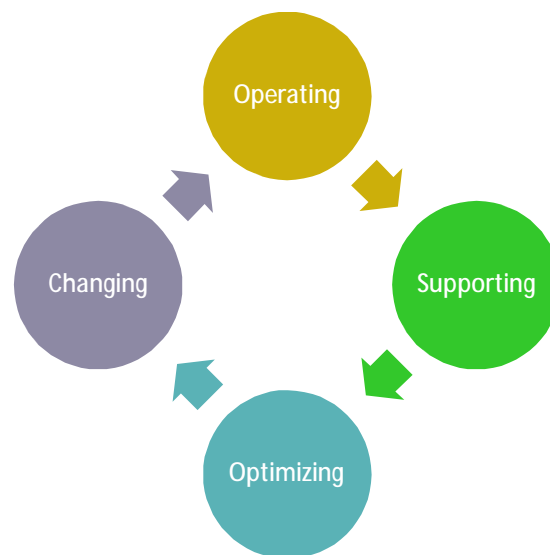
ERM

ISO9000

ISO14000

ISO28000

EH&S





MISSION: To encourage and enable more Singapore based companies and SME's to augment the robustness of their operation through the adoption of BCM

BCM-ready organisations that are resilient and capable of mounting effective Preventative, Response, Recovery and Restoration measures against natural or man-made disruptions.

Financially incentivize companies through Government grant program to implement standard and achieve BCM certification.

Costs can be defrayed up to 70%

- Salary/ Training of staff involved in BCM certification project
- Costs for engaging 3rd party consultant to support certification
- BCM Certification cost
- IT Hardware/ software needed to implement BCM



Raise
Awareness of
Importance of
BCM

Widen BCM
Standard
Implementation
by Business
Community

Make BCM
Resources More
Accessible

Support
Enterprises'
Efforts to
become BCM
Certified



Our Recent Achievements

ISO 28000 Supply Chain Security Management Certification

- 1st Chief Security Officer to achieve ISO28000 Certification – Globally
- Leading Consultancy for ISO28000 Implementation – Asia Pacific Region
- 1st Client to achieve Region Head Office ISO28000 Certification
- 1st Client to undergo ISO28000 implementation – Jurong Island Facility

Business Continuity Management

- 1st Transport Company to enter the BCM Program and attain Industry Champion status.
- Approved BCM Consultant to implement Singapore SS540 Standard
- Resource Member of the Singapore BCM Council
- Strategically aligned with Internationally recognised BCM Training Organisation
- Solid base of BCM qualified Consultants & Professionals - DRII & BCI
- Experience in Hotel Industry Business Continuity Requirements



THANK YOU FOR YOUR TIME

