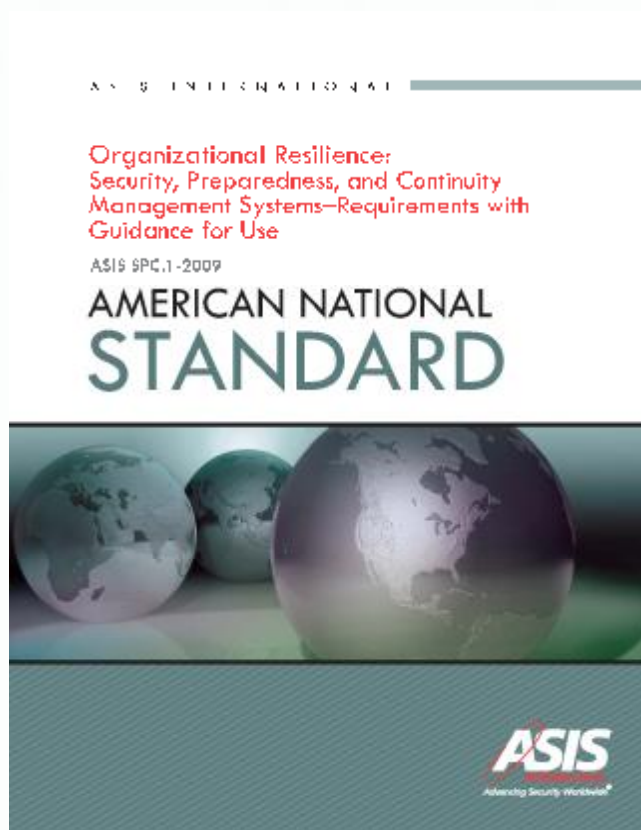


Using The ANSI/ASIS Resilience Standard To Prepare For the FIFA World Cup

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American National Standard ANSI/ASIS.SPC.1-2009

ASIS INTERNATIONAL

**Organizational Resilience:
Security, Preparedness, and Continuity
Management Systems—Requirements with
Guidance for Use**

ASIS SPC.1-2009

AMERICAN NATIONAL
STANDARD



ASIS
Advancing Security Worldwide®

Organizational Resilience:
Security, Preparedness and Continuity
Management Systems – Requirements
with Guidance for Use

ANSI/ASIS SPC.1-2009 is a practical
auditable application of
ISO31000:2009 *Risk Management*
for preventing and managing
disruptive incidents.

Selected by the US-DHS for the
PS-Prep Program.

What is Resilience?

Resilience: the adaptive capacity of an organization in a complex and changing environment.

Helps avoid segregating or siloing risks.

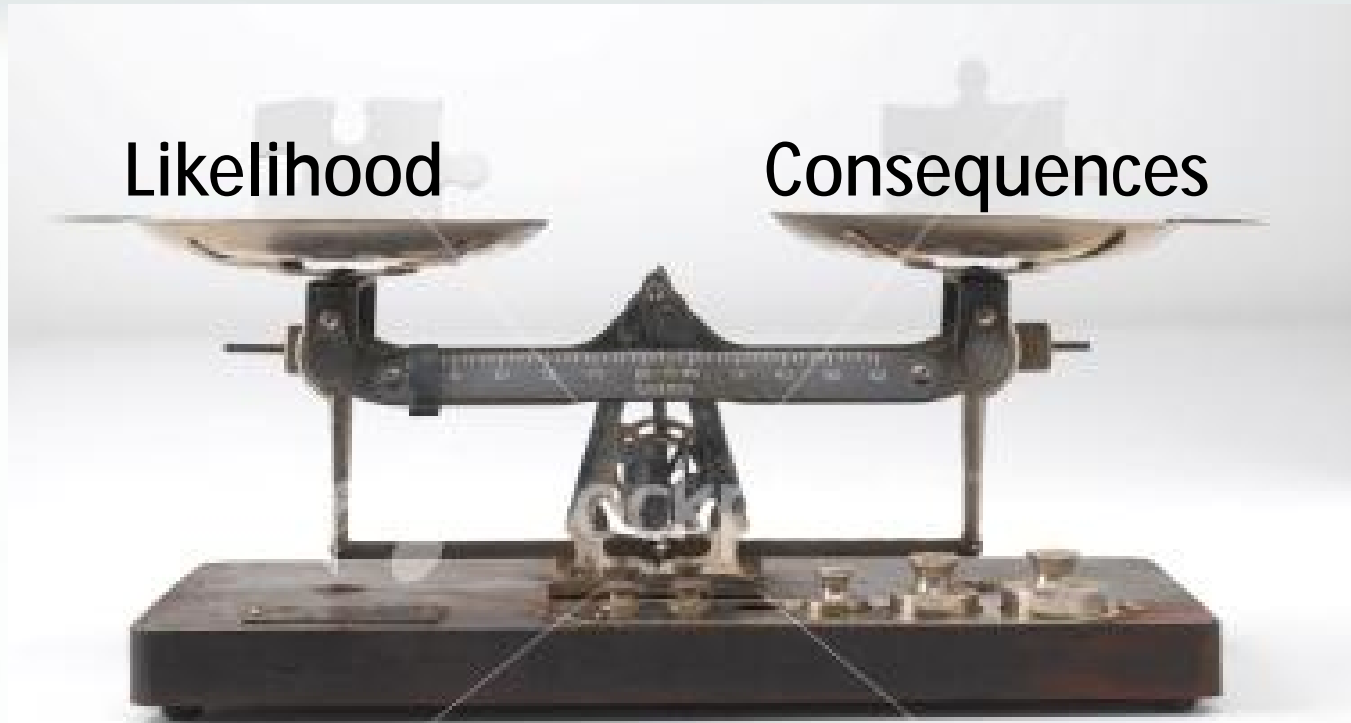


Convergence and ERM



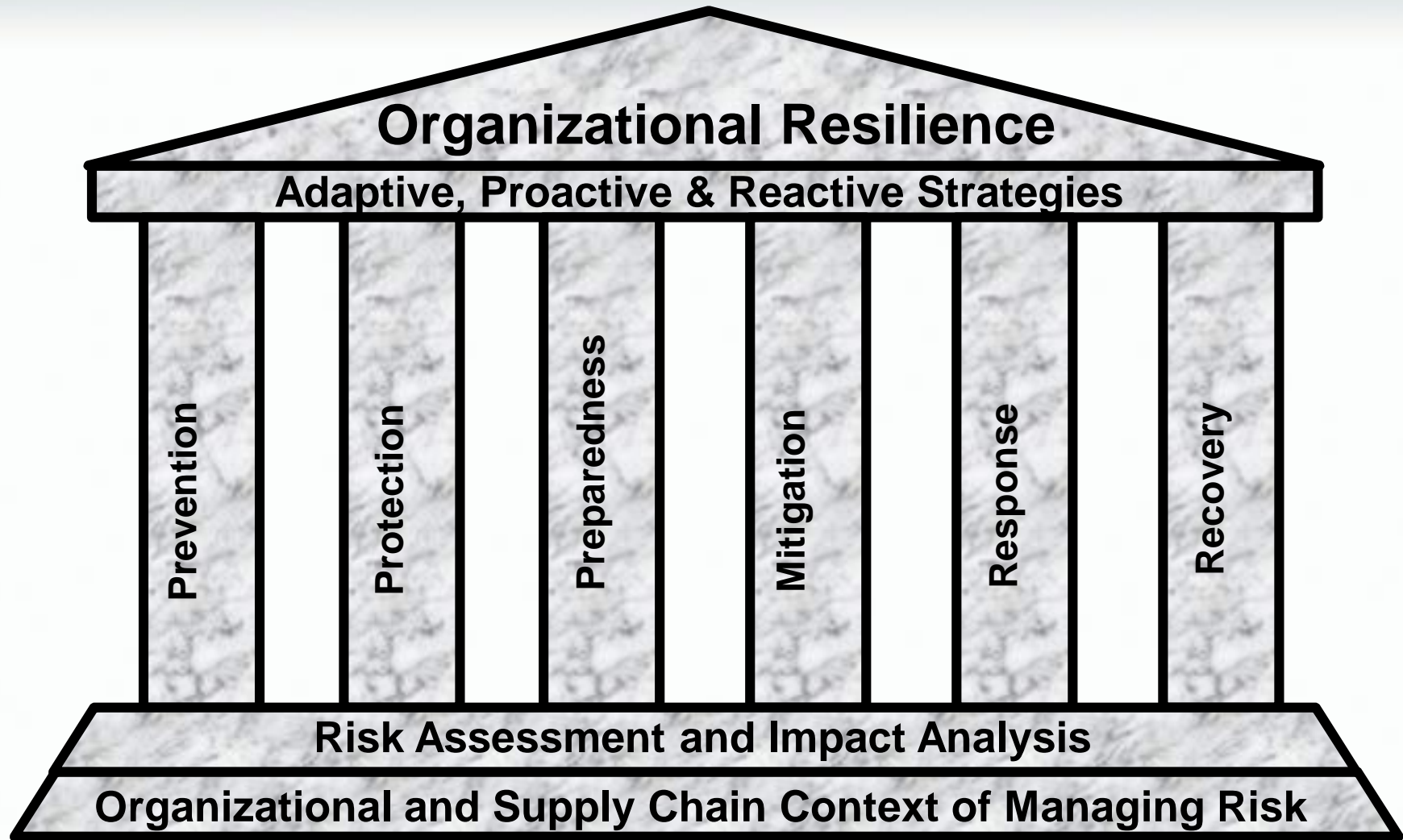
- Security, crisis and continuity management must now fit within the overall risk management strategy of an organization.
- Risk and resilience management must support the mission of the organization.
- Organizations want to be resilient and agile, not just security.
- The organization's business is doing business.
- The modern security, crisis and continuity professional needs to evolve to play multiple roles at once.

Finding Balance in Managing Risk



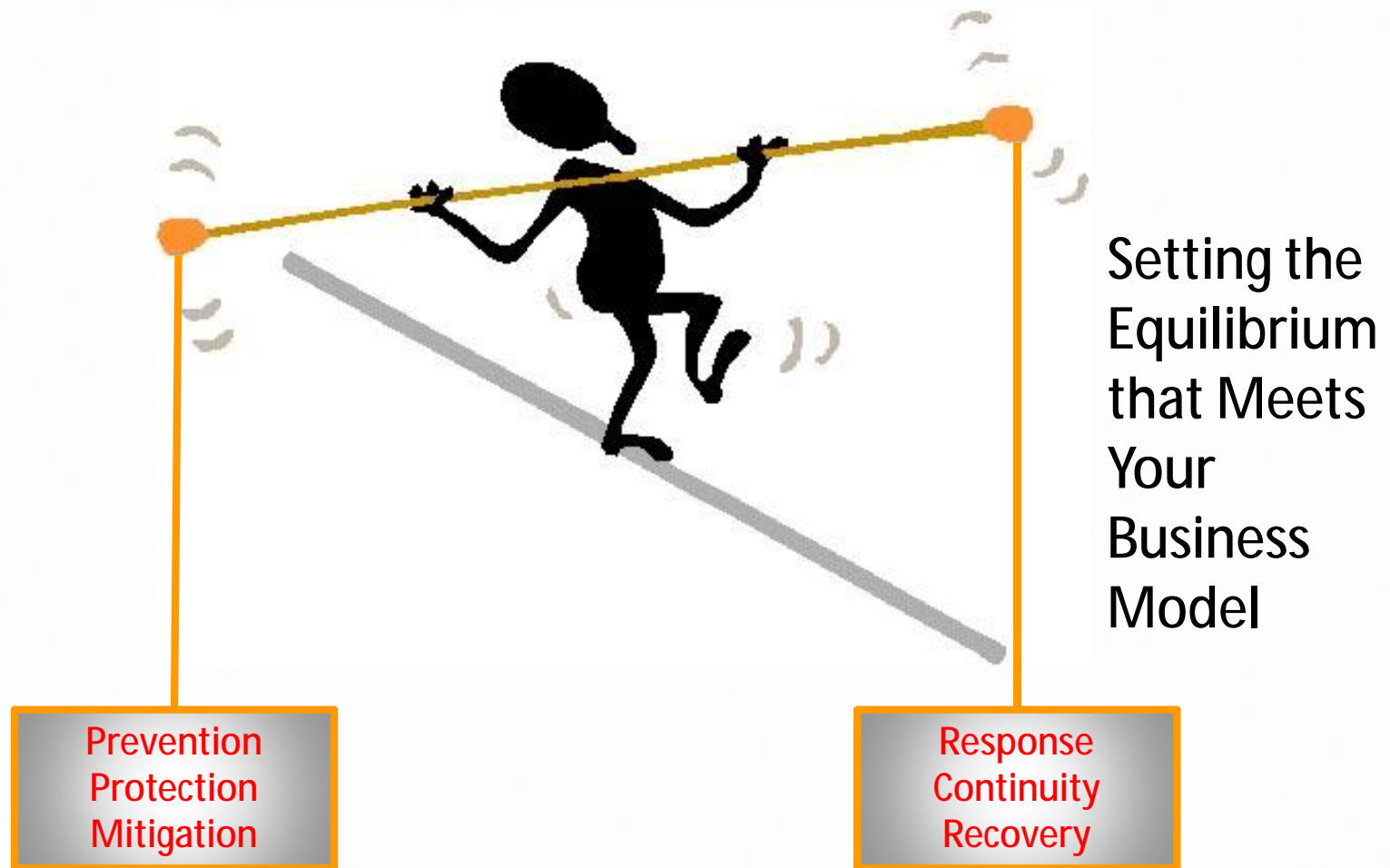
For organizations to cost-effectively manage risk they must develop balanced strategies to adaptively, proactively and reactively address minimization of both the likelihood and consequences of disruptive events.

A Strong Foundation for Managing Risks



ANSI/ASIS.SPC.1:2009

Let's You Set the Appropriate Balance



The Risks

- Crime
 - Assault – Theft – Robbery – Murder
 - Arson
 - Terrorism
 - British soccer fans
- Infrastructure failures
 - Power failures
 - Water failures
 - Wastewater failures
- Supply chain disruptions
 - Transportation gridlock
 - Disruption of supplies
- Fire

The Challenge

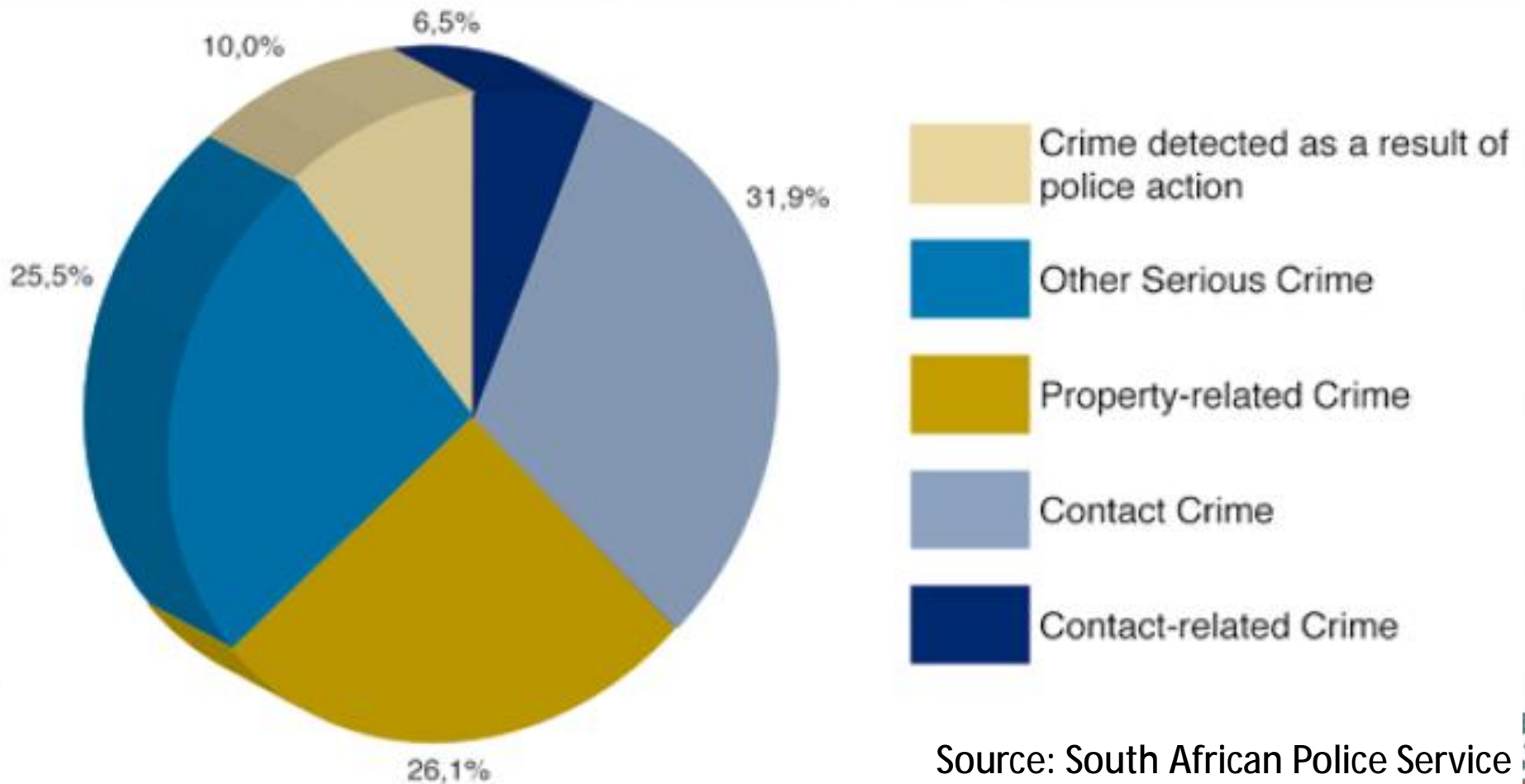
- How to cost effectively manage risk
- How to invisibly manage risk
- How to assure guest security, safety and comfort
- How to maintain the “Tsogo Sun Gaming” and “Southern Sun” brand as synonymous with quality of service
 - Continuity not the main issue – prevention critical

....But What Was the Biggest Worry?



Approximately 2.1 Million Serious Crime Cases: 1 April 2009 and 31 March 2010

Serious Crime in the RSA: 2009/2010
2 121 887 Cases



Source: South African Police Service

Who are the Tsogo Sun Group?



TSOGO SUN GROUP
Hotels, Gaming & Entertainment

- Biggest Hotel, Gaming and Resort Group in Africa
- Head Office is in South Africa
- 96 Hotels
- 7 Casinos
- Hotels in South Africa, Nigeria, Seychelles, Kenya, Mozambique, UAE, etc.

The Role of Each Participant

- Strategic decision
- Consultants role
- Implementation
- Training and Maturity Model



TSOGO SUN GROUP
Hotels, Gaming & Entertainment



TSOGO SUN GAMING



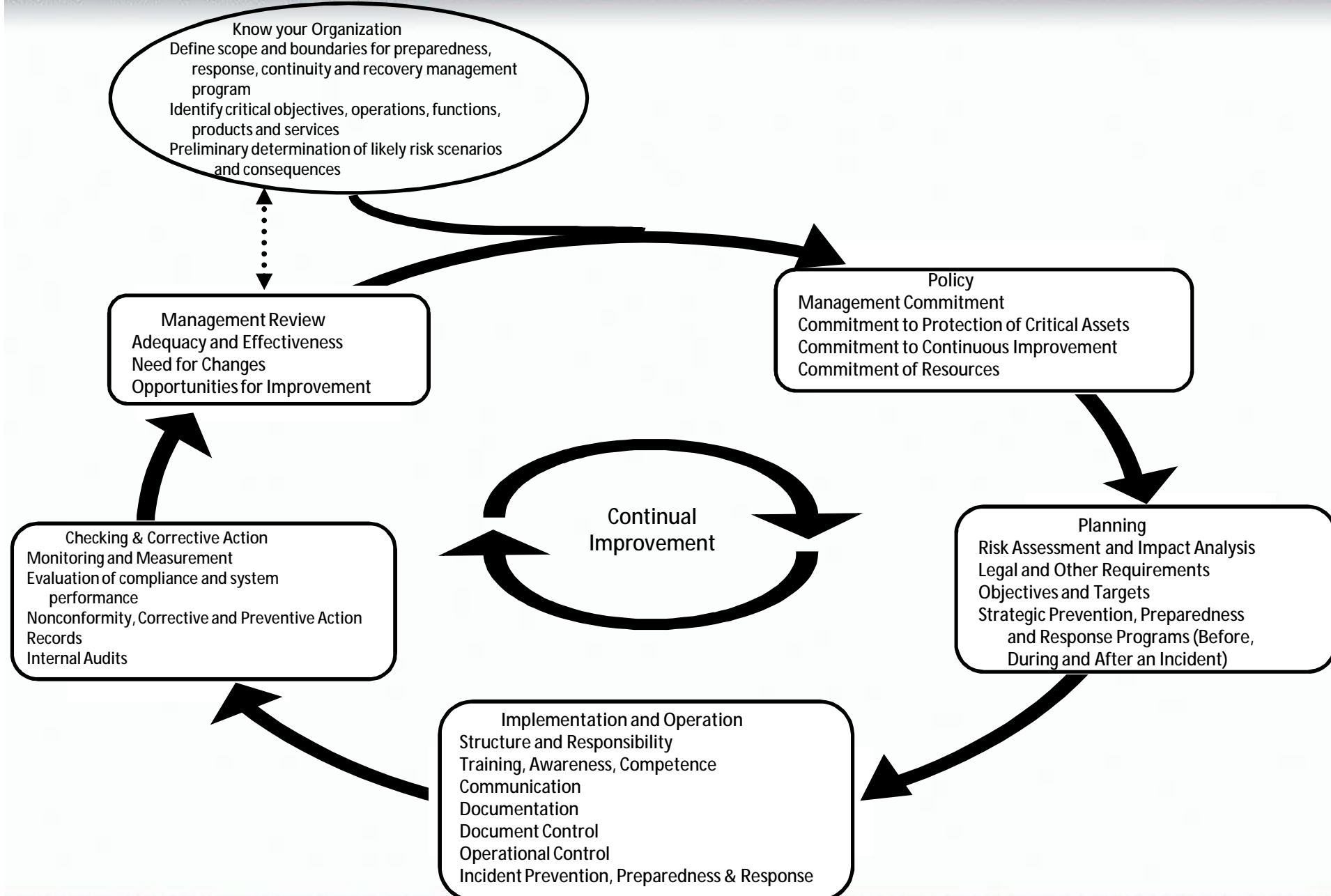
Selecting a Standard

- Original concept:
 - BS 25999 – Business continuity
 - ISO28000 – Security in the supply chain
- The problems did not call for a business continuity solution, nor a security solution
 - Would only cover certain pieces of their environment
 - Implementing each one of the standards would be VERY expensive
 - There would still be gaps in other areas of the business to ensure resilience

ANSI ASIS SPC.1

Organizational Resilience Standard

- Would cover all the aspects required to ensure that the organization has an across the board measureable standard
- Covers all the requirements of the BS25999 and the ISO28000 à three for the price of one
- Would be much more cost effective to implement



Certification?

- No business case:
 - Experience with ISO9001 and ISO14001 certification found no business case for third-party certification
 - Negatives of third-party certification outweighed any benefits
- Reluctance to share risk assessments with third-party certification body
- Insufficient time to achieve third party certification

Credible Validation of Conformance

- Establish an internal audit team
 - Train audit team in RABQSA International Lead Auditor Course for Security Management
 - Conduct supervised audits with RABQSA Certified Business Opportunity Lead Auditor
 - Conduct additional training in implementation and auditing the ANSI/ASIS.SPC.1
- Audit team was comprised of six security and risk management professionals
 - Four internal Tsogo Sun employees
 - Two external experts
- Establish audit program and conduct audits according to ISO19011 and ISO28003

Maturity Model for Phased Implementation

- *Phase One – Ad Hoc Approach*
- *Phase Two – Project Approach*
- *Phase Three – Program Approach*
- *Phase Four – Systems Approach*
- *Phase Five – Management System*
- *Phase Six – Holistic Management*

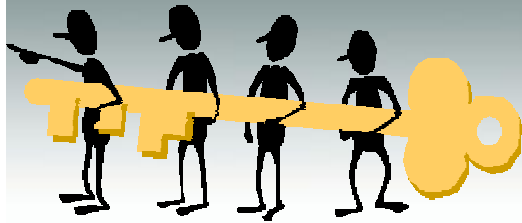
- Implementation should be phased in based on the economic realities of the organization.
 - Success breeds success



Building A Recognition Program

- Each stage represents a benchmark of performance and achievement.
- The organization can incentivize its stakeholders to continually improve resilience and preparedness performance.
- Stages can be translated into the following achievement levels:
 - Phase One: Coal
 - Phase Two: Bronze
 - Phase Three: Silver
 - Phase Four: Gold
 - Phase Five: Platinum
 - Phase Six: Diamond





Keys to Success

- Top management commitment
- Inclusion – top up and bottom down
- Awareness and training
- Tailoring to realities at each site
- Phased approach
- Setting realistic goals
- Recognition



Outcome of Implementation of the ANSI/ASIS.SPC.1



The Payoff – A Shift To Prevention

- Picked as a FIFA Family Hotel Chain
- Picked as the UN Family Hotel Chain
- A refocusing on likelihood reduction allowed adjustments in insurance deductibles – Millions in savings!



Thank You – Questions?

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For a free download of the
**ANSI/ASIS Organizational
Resilience Standard**

Go to:

<http://www.asisonline.org>

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