

# **FARM HOTEL AND SPA**



## **STRATEGIC PLANNING**

Revision 03  
20XX/07/10

## **INTRODUCTION**

The Farm Hotel and Spa GLOBAL resulted from the decision of the owner of a modern farm, producer of grains and involved in horse breeding, located near one of the world's largest metropolitan area, to give new impetus to the business, in line with his environmental preservation concerns. By collaborating with young entrepreneurs, interested in the development of the hotel business and also interested in ecology, resulted in the decision to establish a major center for leisure, community and environmental education, aimed at families, with an emphasis on involvement in country life.

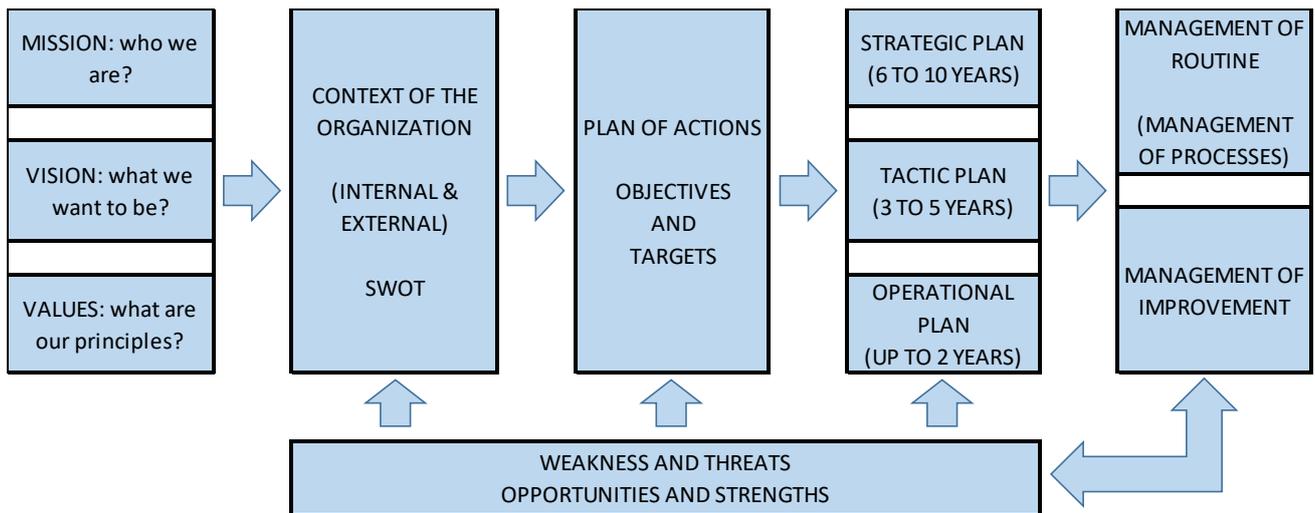
The Hotel was founded in May 2014 and began partial operation in May 2015, which was possible due to the great deal of use of the existing infrastructure on the farm. The business continued the agricultural production as part of adding value and also to allow access for guests and users to a real and productive agriculture. It was added a spa, with the intention of giving pleasure and health for family members, with a primary focus on women. For children, participation programs were implemented in the farm activities, interaction with the animals, riding school and a lot of games, including the extensive use of sound and image, well aligned with the interaction of children and youth with social media and use of information in a fun and healthy way. For adults, in addition to restaurants and excellent wine cellar, there are horse riding activities, polo, golf and environmental trails.

## **STRATEGIC PLAN**

The Strategic Plan of the Hotel was developed to support the whole concept of the project. It has had strong influence on the decisions taken regarding areas of activities and in the way the business was structured, with all its documents approved by the Board, which reviews it annually. The Annual Budget, Five-Year Investment Plan and the Risk Management Plan complement the planning. All such documents reflect the same decisions as approved by the Board, allowing the executives of the Hotel to conduct the business safely and efficiently, in line with the expectations of the Board. It is the responsibility of the Managing Director to keep all these documents updated and to follow their prescriptions considering that they reflect Board decisions.

The Strategic Planning structure follows a "top-down" concept, as recommended by Peter Drucker, maintaining the basics of management by objectives, divided into strategic, tactical and operational objectives.

The following figure shows the structure used:



The Strategic Plan is a live document that must be kept up to date by compiling views and experiences of all managers of the Hotel. Following the planning and its related Objectives of the strategic, tactical and operational plans is everyone's responsibility, resting with the managers of Hotel the assurance of compliance.

The decisions of the executive level and the operational activities of the various organizational levels, for the Management of Routine and the Management of Improvement, should result from this strategic planning. The strategic plan covers a vision of 10 years and unfolds in Tactical Planning with vision five years and Operational Planning already in the Budget level, covering the current year and the following year.

In its highest level the Strategic Plan is founded in the Mission, Values and Vision established by the Board, following the directives of the Partners and other interested parties in the good development of the business.

**MISSION:**

To bring country life perspective and the importance of environmental protection for people and families living in large cities, promoting the education and the hosting in a pleasant, healthy, safe and entertaining environment.

**VALUES:**

- Ethics
- Competence
- Social Responsibility

- Environmental Responsibility

### **VISION:**

To become a center of excellence in environmental conservation and education and to be the best country life choice for families and people living in cities surrounding 100 km from the hotel, bringing the contact with the animals, agricultural production, flora and fauna for the day life of these families and people.

To develop and update this strategic planning, Management of the Hotel identified the internal and external context in which the hotel is operating and sought to understand the requirements of stakeholders and their expectations, providing a solid basis for planning, as indicated below.

### **INTERNAL AND EXTERNAL CONTEXTS AND VISION OF INTERESTED PARTIES (SWOT ANALYSIS)**

Management promoted several activities involving internal and external interested parties to analyze the alternative paths to be followed by the Hotel in order to comply with the Vision, considering the Mission and the Values as established by the Board. The Objectives resulting from the decisions were deployed in Strategic, Tactic and Operational Objectives which were approved by the Board.

Internal interested parties considered were the following:

- employees and personnel from suppliers that work on a permanent basis in the company
- board members and partner
- managers

External interested parties were the following:

- clients and prospects (families, persons living in nearby city, travel agents, companies)
- neighbors
- suppliers
- Family of employees, permanent personnel from suppliers, managers
- municipal, state and federal governments
- syndicates, NGOs, associations of workers and others

- financing companies, banks, insurance companies
- press, social media

The study of the internal and external context was developed following the methodology SWOT, which conducted to the items bellow:

<b>INTERNAL PERSPECTIVE</b>	
<b>STRENGTH</b>	<b>WEEKNESS</b>
<b>PERSONNEL (EMPLOYEES AND PERMANENT OUTSOURCED)</b>	
Personnel in the region is well-educated and likes to stay in the region	Lacking in the region of qualified staff in hotel and spa
Region has affinity with agriculture and animal breeding, and there are many farms	Bad internal climate and difficult working relationship with employees and permanent outsourced personnel will result in providing unsatisfactory service
	Local culture is one of family relationships, with no awareness of the distinction between what is private and what is corporate, creating difficulties for the information security and privacy management system.
	The region lacks qualified personnel in IT, management, mechanical, electrical maintenance and operation of water and wastewater treatment plants

<b>INFRASTRUCTURE</b>	
Farm already existed and was operated by a partner for many years, with a good level of maintenance and operability	Maintenance of internal accesses and infrastructure is difficult during the rainy season
Farm and region has a privileged environment with good weather, springs, river uncontaminated, mountains, forest reserve.	Maintaining continuous operation of the Spa, cooling towers and water heating boiler will be difficult due to lack of technical support in the region
	The data processing system and infrastructure must be modern and secure
	Telephony infrastructure is inadequate and internet access is slow and limited

<b>PROCESSES AND TECNOLOGY</b>	
Farm processes already exist, including profitable agricultural production.	Farm, restaurant and leisure processes have a high potential for accidents
Farm had preserved forest and rivers, with favorable environmental culture	Maintaining the physical safety and health of guests, users and internal personnel is critical.
Control of biodiversity and conservation of native forests and watercourses are success factors for the project.	Poor environmental preservation is great risk and can occur due to large movement of people and changes in the region due to the hotel
	There is risk of food contamination
	Farm processes can generate unpleasant odor for townspeople
	Information security and customer privacy are important.

<b>FINANCE AND MARKET</b>	
Company has equity, with shareholders and investors partners with good financial standing.	Market is little known by the Members, as Services Is new business for them
	Hotel is not part of the hotel chain and will have high fixed costs compared to competitors
	Brand is not known in the leisure and hospitality sector

<b>GOVERNANCE (PARTNERS AND MANAGERS)</b>	
Partners participates in the company only in the Council and use professional managers	Challenge to reconcile agricultural production and hotel activities
Hired managers have experience in traditional international hotel	Internal structure covers various activities, from traditional hotel activities, health activities, environmental and social activities, leisure, culture and entertainment.

<b>EXTERNAL PERSPECTIVE</b>	
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>SOCIETY (NEIGHBOURS, NGOs, ASSOCIATIONS, SYNDICATES)</b>	
Urban society want contact with nature and rural life	Society has growing awareness of environmental pollution and protection of animals, which can generate conflicts in case of problems with these issues.
City dwellers have positive outlook of the hotel, to generate employment and income	Region is quiet with little movement. Neighborhood can displease with intense movement, noise and dirt resulting from hotel activities

<b>INFRASTRUCTURE (SUPPLIERS) E ENVIRONMENT (SOCIETY, GOVERNMENT, NGOs)</b>	
Nature of the area is fascinating and frame a superb setting for the hotel.	Municipal road access is poorly maintained and not quite passable during the rainy season
Service providers can settle in the region due to the size and the hotel demand.	There is frequent power outages, especially in the summer period
Involvement of environmental NGOs should be sought, considering the cultural and ecological goals of the enterprise.	During the rainy season floods occur in rivers and lakes of the region.

<b>TECNOLOGY (UNIVERSITIES, TECNOLOGY ENTERPRISES)</b>	
Use of audiovisual techniques can generate advantage for leisure and entertainment	Stable and secure internet connections for guests and users is a challenge due to deficiency of internet in the region.
Hotel activities can be used as a basis for research and development and use of new technologies	Access to card payments can be a problem due to internet connection
	Hackers and other external threats can attack the information security and privacy system

**GOVERNMENT AND LEGISLATION (LAW)**

City Hall has great interest in the development and consolidation of the Hotel	Change the current Mayor by opposition candidate can switch favorable climate within City Hall
Hotel will be the largest contributor of municipal taxes	Sanitary and animals controls are difficult and can generate risks to the image of the hotel
	There may be rationing of water or electricity
	The lack of compliance with the legislation of the hotel and agricultural sector, the environment, health and safety and information security can make the operation unfeasible

**FINANCE (INVESTORS) AND MARKET (CLIENTS, PROSPECTS, COMPETITORS)**

Market relatively new and with great local influence, where there are currently no global players.	Exchange reduction can encourage travel to international leisure centers such as Disneyworld.
Proximity to major cities facilitates alternative promoting country life	Tourism of Events will be difficult to implement due to distance and hosting costs
Ecological and adventure tourism are opportunities which can be explored	Fixed cost of the hotel will be high, because the extent of land and needs of maintenance and cleaning.
Long-term partnership with large bank guarantees favorable financial conditions and availability of financing	Elderly men and women, important in the family context, are not interested in farm or spa.
National and international chains generally are not interested in Business Hotel Farm	Customers and prospects want low price, excellent service, with exclusivity and customization, what matters in high costs.
Hotel with spa farm integration increases the synergy for all family members	Competitors can try to access information and hire staff
	The risk perception of banks and insurers can make insurance and financing costs unfeasible

## **IDENTIFICATION OF OBJETIVES**

Mission and Vision of the Hotel both point in the direction of a role for the Hotel as a reference center in Ecology and best hosting option for city families and persons looking for country life. This role provide the foundation for the Strategic Planning process by the definition of the Objectives to be implemented in order to fulfill the expectations of the Board.

The Objectives to be pursuit by Managers of the Hotel are, then, based on a clear understanding of the Market and of the internal context of the company under development. External and Internal Contexts are covered by the analysis of Threats and Opportunities arising from the Market and Internal Weaknesses and Strengths. The proper implementation of Objectives resulting from opportunities and strengths and the Objectives that adequately provide contention to threats and weaknesses will define the Objectives to be implemented by Managers, which will enhance the success probability of the enterprise.

The Objectives arising from the SWOT analysis and included in the Strategic Planning are deployed in Strategic Objectives, Tactic Objectives and Operational Objectives.

Following tables result from the SWOT analysis. They consolidate the Objectives established in the Strategic Planning to capture the Opportunities and Strength and to be taken care due to Threats and Weaknesses. The Objectives are separated in the Strategic, Tactic and Operational Plans depending on the period to their implementation, if up to two years, from three to five years or beyond five years. The responsible functions for the proper implementation of each Objective is nominated and named as the "owner" of the Objective.

THREATS AND WEAKENESS	OPERATIONAL PLAN (up to 2 years)	TACTIC PLAN (from 3 to 5 years)	STRATEGIC PLAN (from 6 to 10 years)
Lacking in the region of qualified staff in hotel and spa	Train staff in the region and bring managers outside and promote internal development managers		
Bad internal climate and difficult working relationship with employees and permanent outsourced personnel will result in providing unsatisfactory service	Pay wages at least 10% above the regional average		Promote managers to partners with shares
Local culture is one of family relationships, with no awareness of the distinction between what is private and what is corporate, creating difficulties for the information security and privacy management system.	Make staff aware of professional activities and the need for confidentiality and control in accessing information	Implement ISO 27001	Certify ISO 27001
Shortage in the region of qualified personnel for mechanical and electrical maintenance and operation of water treatment and wastewater plants	Develop and train maintenance staff	Encourage municipal government to install technical courses using area of the hotel	
Maintenance of internal accesses and infrastructure is difficult during the rainy season	Improve internal accesses considering most critical climatic conditions.		
Maintaining continuous operation of the Spa, cooling towers and water heating boiler will be difficult due to lack of technical support in the region	Implement 24X7 maintenance group and maintain strategic stock of spare parts	Use trainees from the municipal technical school to be mounted.	
The data processing system and infrastructure must be modern and secure	Improve data processing infrastructure by investing in system, equipment and personnel	Implement ISO 27001	Certify ISO 27001
Telephony infrastructure is inadequate and internet access is slow and limited	Improve telephony and internet access infrastructure		
Farm processes have high potential for accidents	Make a detailed survey of hazards and risks of each work station and customer activity	Implement ISO 45001	Obtain certification OF ISO 45001
Maintaining the physical safety and health of guests, users and internal personnel is critical.	Implement security sector for access control and supervision per visit areas	Deploy surveillance and security network with central control room s motorized patrol	
Poor environmental preservation is great risk and can occur due to large movement of people and changes in the region due to the hotel	Identify environmental aspects and impacts and establish critical controls	Implement ISO 14001 and certify	
There is risk of food contamination	Implement control program of critical points of contamination	Implement ISO 22000	Obtain certification ISO 22000

Farm processes can generate unpleasant odor for townspeople	Implement operational control to land use and disposal of waste from the farm	Implement ISO 14001 and obtain certification	
Information security and customer privacy are important.	Identify risk points as the control of internal information	Implement ISO 27001	Obtain certification ISO 27001
Market is little known by the Members, as Services is new business for them	Professionalize management, hiring managers with international experience in hospitality		
Hotel is not part of the hotel chain and will have high fixed costs compared to competitors	Control costs and quality deploying BSC and implement ISO 9001	Increase business with expansion into new areas	Add two new units, sharing costs and increasing scale and increase practice areas
Brand is not known in the leisure and hospitality sector	Promote marketing program for brand awareness		
Challenge to reconcile agricultural production and hotel activities	Raise points of interface and implement work instructions. Implement ISO 9001 and certify		
Internal structure covers various activities, from traditional hotel activities, health activities, environmental and social activities, leisure, culture and entertainment.	Deploy ISO 9001 and certify		
Society has growing awareness of environmental pollution and protection of animals, which can generate conflicts in case of problems with these issues.	Raise environmental aspects	Implement ISO 14001 and obtain certification	Transform Hotel the training center and ecological reference
Region is quiet with little movement. Neighborhood can displease with intense movement, noise and dirt resulting from hotel activities	Signalize road avoiding deviations and contact with neighbors	Promote invitation program for neighbors participate free of the hotel activities	
Municipal road access is poorly maintained and not quite passable during the rainy season	Identify hot spots and assist in maintaining municipality	Act for municipality redo access road	
There is frequent power outages, especially in the summer period	Deploy emergency generator with capacity to supply essential load operation	Implement ISO 50001	Implantar autosuficiência na geração de energia elétrica (painéis solares, biodigestor, resíduos agrícolas) Obter a certificação 50001
During the rainy season floods occur in rivers and lakes of the region.	Keep alert program for customers	Identify flood spots on state highways and work with the State to promote improvements	
Stable and secure internet connections for guests and users is a challenge due to deficiency of internet in the region.	Deploy and maintain data network in fiber optic covering all parts of the Hotel.		
Access to card payments can be a problem due to internet connection	Deploy standalone network access to satellite		

Hackers and other external threats can attack the information security and privacy system	Implement controls compatible with those indicated in ISO 27002	Implement ISO 27001	Certify ISO 27001
Change the current Mayor by opposition candidate can switch favorable climate within City Hall	Maintain balanced contact with all political currents, seeking independence	Promoting events of interest of the city but without party ties	
Sanitary and animals controls are difficult and can generate risks to the image of the hotel	Deploy animal disease control and follow good practices		
There may be rationing of water or electricity	Increase water storage for six months of hotel operation and start survey of energy use	Implement treatment plant for water recycling, implement ISO 50001, deploy solar water heating and implementing ISO 14001 and obtain certification	Deploy self-sufficiency in electricity generation (solar panels, digester, agricultural residues)
The lack of compliance with the legislation of the hotel and agricultural sector, the environment, health and safety and information security can make the operation unfeasible.	Survey legal requirements and implement and certify to ISO 9001	Deploy and certify to ISO 14001 Deploy ISO 45001 and ISO 27001	Certify ISO 27001 and ISO 45001
Exchange reduction can encourage travel to international leisure centers such as Disneyworld.	Follow international leisure centers prices for families.		"
Tourism of Events will be difficult to implement due to distance and hosting costs		Develop partnerships with professional associations to promote events	Deploy convention center
Fixed cost of the hotel will be high, because the extent of land and needs of maintenance and cleaning.	Accept loss in the first year, aiming for sustainability in the third year	Make expansion activities to increase occupancy	Deploy two units in urban areas up to 500 km from the hotel headquarters
Elderly men and women, important in the family context, are not interested in farm or spa.	Study the market and preferences of seniors	Deploy program of targeted activities for seniors	Deploy convivial house and housing for the elderly, with long stays.
Customers and prospects want low price, excellent service, with exclusivity and customization, what matters in high costs.	Control costs and quality, make promotion for groups implement and certify ISO 9001: 2015	Establish customer loyalty program for family	
The risk perception of banks and insurers can make insurance and financing costs unfeasible	Implement the Corporate Risk Management and publicize relevant entities	Implement and certify environmental management standards, occupational health and safety and information security	

<b>OPPORTUNITIES AND STRENGTH</b>	<b>OPERATIONAL PLAN (up to 2 years)</b>	<b>TACTIC PLAN (from 3 to 5 years)</b>	<b>STRATEGIC PLAN (from 6 to 10 years)</b>
Personnel in the region is well-educated and likes to stay in the region	Promote employment of all operational personnel in the region	Support municipal education with the promotion of events	
Region has affinity with agriculture and animal breeding, and there are many farms	Inform the Municipality about the activities of the Hotel and enhance representation of the Producers Association of the region		
Farm already existed and was operated by a partner for many years, with a good level of maintenance and operability		Extend scope of ISO 9001: 2015 to agricultural activities	
Farm and region has a privileged environment with good weather, springs, river uncontaminated, mountains, forest reserve.		Promote the region as dedicated to ecology	Create ecology education center
Farm processes already exist, including profitable agricultural production.		Extend scope of ISO 9001: 2015 to agricultural activities	
Farm had preserved forest and rivers, with favorable environmental culture	Create a program for Ecological Tourism	Promote the region as dedicated to ecology	Create ecology education center
Control of biodiversity and conservation of native forests and watercourses are success factors for the project.	Implement environmental control	Implement ISO 14001	Create ecology education center
Company has equity, with shareholders and investors partners with good financial standing.		Implement expansion program	
Partners participates in the company only in the Council and use professional managers	Hire managers with international experience in hotel business		

Hired managers have experience in traditional international hotel			
Urban society want contact with nature and rural life	Promote hotel as a place of country life and ecology for the family		
City dwellers have positive outlook of the hotel, to generate employment and income	Hire all operational personnel in the region	Support municipal education with promoting events	
Nature of the area is fascinating and frame a superb setting for the hotel.	Create ecological tourism programs	Promote the region as dedicated to ecology	Create ecology education center
Service providers can settle in the region due to the size and the hotel demand.		Promote and develop local service providers	
Involvement of environmental NGOs should be sought, considering the cultural and ecological goals of the enterprise.	Identify environmental NGOs that may be involved in the hotel activities	Promote joint activities with environmental NGOs	
Use of audiovisual techniques can generate advantage for leisure and entertainment	Hire company specialized in audio visual techniques		
Hotel activities can be used as a basis for research and development and use of new technologies		Approach the universities and research centers to promote joint activities, focusing on the technologies that we apply	
City Hall has great interest in the development and consolidation of the Hotel	Seek approach with the city hall being careful not to be involved with political party		
Hotel will be the largest contributor of municipal taxes	Seek approach with the city hall being careful not to be involved with political party		
Market relatively new and with great local influence, where there are currently no global players.	Promote the hotel as a place of country life and ecology for the family		
Proximity to major cities facilitates alternative promoting country life	Promote the hotel as a place of country life and ecology for the family		
Ecological and adventure tourism are opportunities which can be explored	Promote the hotel as a place of country life and ecology for the family	Implement eco-tourism and adventure programs	

Long-term partnership with large bank guarantees favorable financial conditions and availability of financing	Work with two banks, establishing a competition	Set single banking partner	
National and international chains generally are not interested in Business Hotel Farm	Promote the hotel as a place of country life and ecology for the family		Seek partnership with international networks to act as a local extension of the activities
Hotel with spa farm integration increases the synergy for all family members	Promote marketing directed to each family member		

## STRATEGIC PLAN – STRATEGIC OBJECTIVES

Strategic, Tactic and Operational Objectives can now be listed with the respective “owner”, responsible for controlling and reporting the implementation of the Objective. Objectives to be concluded from 6 to 10 years are included in the Strategic Plan below.

	STRATEGIC PLAN				
	YEAR 10	YEAR 9	YEAR 8	YEAR 7	YEAR 6
Managing Director	Implement Branch Hotel 2 in urban region distant up to 500 km from HQ	Implement Convention Center	Implement Center for Ecological Training and Education	Implement independence in electricity generation (solar panels, digester, agricultural residues)	Seek international partnership to act as a local extension of the activities
				Implement convivial house and housing for the elderly, with long stays.	Transform Managers in Partners if Board approves
				Implement Branch 1 Hotel 1 in urban region distant up to 500 km from HQ	
Quality Manager				Obtain certification 22000	
					Obtain certification 27001
OH&S Env Manager				Obtain certification 45001	
		Obtain certification 50001			

## TACTIC PLAN – TACTIC OBJECTIVES

For the period of 3 to 5 years the following Objectives are established with the indication of the “owner”, responsible for controlling and reporting the implementation of the Objective.

	TACTIC PLAN		
	YEAR 5	YEAR 4	YEAR 3
Managing Director	Create Maintenance and Infrastructure Management sector	Start contacts to develop international partnership	Develop events with Associations of Workers and others
	Implement eco-tourism and adventure program	Create Event and Activities Management Sector	Promote the region as dedicated to ecology
	Propose to the Board to give partnership to Managers	Promote legal study to assess partnership of Managers	
	Implement Geriatric Service	Implement program for Seniors	
	Select consultancy for energy independence project	Start location study for the implementation of a Branch of the Hotel	
	Hire external consultant for energy independence		
Quality Manager	Support IT in developing for ISO 27001	Extend the scope of ISO 9001 to agriculture activities	
		Implement ISO 22000	
Env OH&S Manager		Implement 50001	Implement 14001
		Implement 45001	
Manager of Activities and Events (to be implemented)	Promote joint activities with Universities focusing the technologies used in the hotel	Promote joint activities with environmental NGOs	

Administrative Manager		Select single banking for partner	Promote and develop local service providers
		Use trainees of municipal technical school to be mounted.	Encourage municipal or state government to install technical courses using hotel area
		Promote events of interest of the city but without party ties	Promote invitation to neighbors participate free of the hotel activities
			Act for municipality redo access road
			Identify flood points and work with the State to promote improvements
			Establish loyalty program for family

Head of Maintenance		Implement solar heating of water	
		Implement water treatment plant in order to recycle the water	

Head of Security			Implement a supervision and safety net with a central control room and motor patrol
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Head of IT	Implement 27701		Implement 27001
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## OPERATIONAL PLAN – OPERATIONAL OBJECTIVES

For the planning period of 1 to 2 years, as consolidated by the Budget of the Hotel, the following Objectives are established with the respective “owner”, responsible for controlling and reporting the implementation of the Objective.

	OPERATIONAL PLAN	
	YEAR 2	YEAR 1
Managing Director	Reinforce the actions of the Association of Agriculture Producers of the region	Develop and implement Strategic Planning and Corporate Risk Management
Manager of Quality	Implement and certify ISO 9001	Implement program for control of critical points of contamination for restaurants
	Survey applicable legislation and perform compliance audit	Analyze the points of interface with the customer and implement work instructions
Environment OH&S Manager	Prepare a detailed analysis of hazards and risks for each work station and activity involving clients	Analyze environmental aspects and impacts and establish critical controls
	Survey applicable legislation and perform compliance audit	Implement operational control for the discharge of residues of the farm in order to avoid odor
Hotel Manager	Study the market and preferences of seniors	Implement Marketing Program to promote brand and the hotel as a place of country life and ecology for each family member
	Do promotions for groups	Follow international leisure centers prices for families
	Identify environmental NGOs that may be involved in the hotel activities	Promote activities of the hotel in the nearby locations
	Create ecological tourism programs	
	Hire company specializing in audio visual techniques to entertainment	

Farm Manager		Deploy animal disease control and follow good practices
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Administrative Manager	Control costs and quality, deploying BSC	Hiring all operational personnel in the region
	Promote internal development for Managers	Hiring managers with international experience in hospitality
	Identify critical points of the road and assist in maintaining municipality	Signaling highway avoiding deviations and contact with neighbors
	Raising staff awareness about personal and company matters, promoting training in information and privacy management	Pay wages at least 10% above the regional average
		Keep alert program for customers as the flooding on the road
		Working with two bank, establishing a competition

Head of Maintenance	Deploy standalone network access to satellite.	Implementing and maintaining internal data network in fiber optic covering all parts of the Hotel
	Deploy maintenance group 24X7	Develop and train maintenance staff
	Increasing water reserve treated for 6 months need hotel operation	Maintain strategic stock of spare parts
	Deploy emergency generator with capacity to supply essential operating load operation	Start survey of energy use
		Improve internal access pathways, so considering most critical climatic conditions.

Head of Security		Implement security sector for access control and supervision of external areas
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Head of IT	Implement controle of ISO 27002	Identify risk points for the control of internal information
		Improve IT, telephon and communication infrastructure