

Development Design & Construction

issue 3 | October 2011

**REFURBING
RIVER BIRCHES**

the
BUMPER
issue

finding the value connection

**RED PLANET
HOTELS**

**BLINK
REVOLUTION
DESTINATION
SPA
MANAGEMENT**

BRAND BOUTIQUE
AKARYN HOSPITALITY MANAGEMENT SERVICES

Development Design & Construction



Aleenta Hua Hin Pranburi Resort and Spa
Photo: Joe Andrews© 2011

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When it rains it pours and when it pours it sometimes floods. Flooded it has here in Thailand. Although we are not affected by the flooding, we are experiencing some difficulties with our distribution so we have decided to double up and run some of the features in last week's issue again.

Going forward we hope to feature people in the industry. Those who are bold and colourful those who make an impact, and those who buck the trend, who knows? This person might be you! We want the world to know the people behind the scenes whose work make hotels and resorts the iconic landmarks they are.

Cause we are young, we need the numbers to grow, so if you like what you see and read, forward this publication to those who you think might like it, or those who should read it or those who should be featured within our pages. **SUBSCRIBE TO TO US!**

Finally, contact us to talk about your development, design, product or ideas. Maybe you want to advertise with us. Just contact us. We want to promote this industry that is **Hospitality| Development|Design &Construction!**

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VIETNAM'S PROPERTY MARKET SLOWS DOWN

The property market in Vietnam has slowed down as potential buyers find it increasingly difficult to borrow money to finance their purchases. The sluggish nature of the market is blamed on higher interest rates.

Inflation in Vietnam hit 22.42% in September of this year, making it one of the worst in Asia. The country's central bank has also raised its refinancing rate from 9% at the beginning of the year to 15%. ❶

LANSON PLACE AGREES THIRD PROPERTY MANAGEMENT CONTRACT IN SHANGHAI

Lanson Place Hospitality Management has reached an agreement with Shanghai Luxiangyuan Properties to manage the serviced residences of the soon-to-be-completed Luxiangyuan Project in Shanghai. Due for completion in 2013, the project is ideally located in the centre of Shanghai's commercial districts and combines 79 high-end resi-

dential units with a gym, a breakfast lounge, and supporting commercial facilities.

It will be the third residential property in Shanghai managed by Lanson Place and the company's ninth property management contract in Asia. Lanson Place is a wholly owned subsidiary of Wing Tai Properties Ltd. ❶

INTERCONTINENTAL HOTELS GROUP TO LAUNCH NEW BRAND IN CHINA

InterContinental Hotels Group (IHG) has signed 12 contracts as it prepares to launch a new hotel brand in China. The hotels under the yet-to-be-named brand will be mostly in secondary and tertiary Chinese cities

with a lesser number in Shanghai and Beijing. The first of the new hotels is scheduled to open in late 2012 as IHG plans that 25% of its new hotel rooms over the next 5 years will be in China. ❶

WYNDHAM ADDS 5 NEW RAMADA HOTELS IN CHINA

Wyndham Hotel group has raised its profile in China with the addition of five new Ramada hotels following the signing of franchise agreements on new properties in Jiangsu, Shandong, and Guangxi provinces. Wyndham currently has a portfolio of 43 Ramada Hotels in China, and a total of 425 hotels across the Asia Pacific region. ❶



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SINGAPORE'S GREEN DREAM

The Building and Construction Authority (BCA) of Singapore has set an ambitious target of turning 80% of the city state's buildings green by 2030. However, while ensuring new buildings adhere to green standards is a relatively easy task, retrofitting buildings that were constructed before the new energy efficiency guidelines were introduced is a different matter altogether. Since Six Battery Road became the first operational office building in Singapore's business district to be "greened" in 2010, only 12% of the city's buildings have followed suit – practically all of them new structures.

Six Battery Road attained the Green Mark Platinum Award in 2010 by introducing such eco-friendly features as an indoor vertical garden in its lobby to absorb air pollutants and reduce heat gain. The latter results in lower energy consumption on air-conditioning, and it is such energy-saving benefits that are likely to prove the biggest motivation for the owners of old buildings considering go-

ing green. Green features, like LED lights and motion-sensor taps, can improve energy efficiency by around 20% and lead to energy savings as high as 25%. Some estimates predict a payback period of between 4 and 6 years and a return on investment of 8%. In addition to the energy savings, turning a building green can also add as much as 2% to its overall value.

①

STARWOOD TO INTRODUCE W HOTEL BRAND INTO INDONESIA

New York-based international hotel chain Starwood Hotels and Resorts Worldwide has reached an agreement with Ciputra Property of Indonesia to manage a new 5-star hotel set to open in Jakarta. Ciputra, one of Indonesia's largest construction companies, will invest USD \$113 million in the project with the construction phase scheduled to last from 2013 to 2015. Once it is completed, the 300-room W Jakarta luxury hotel

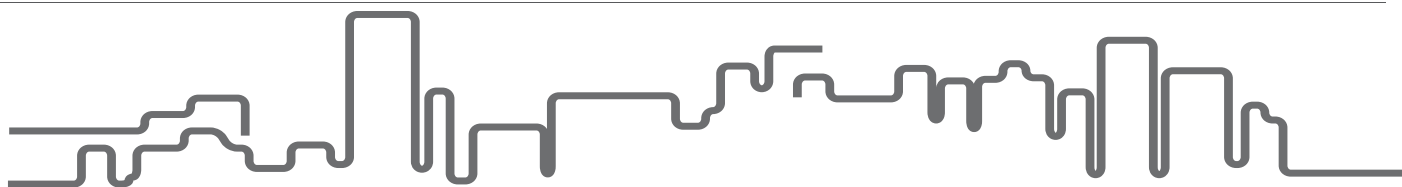
will be managed by Starwood as part of its W Hotels Worldwide brand for 25 years.

The W Jakarta is aimed primarily at expatriates and business travellers and although there is limited demand for 5-star properties in Jakarta at the moment, the rise of the Indonesian economy is expected to see this demand increase in the coming years.

Starwood is keen to strengthen its presence in Indonesia, which it sees as a less vulnerable market than Europe or the US. The company has been operating the W Hotels Worldwide brand for 12 years and currently manages 41 properties around the world. It hopes to take that total to 50 by the end of 2012 with deals to manage new properties in Bangkok, Mumbai, Singapore, Abu Dhabi, Shanghai, Guangzhou, Paris, Milan and Santa Fe. ①

SOFITEL TAKES SO TO SINGAPORE

Sofitel Luxury Hotels is set to introduce its new So brand into the Singapore market after signing a management agreement with Royal Group Holdings. Having spent 9 years searching for an appropriate property, Sofitel has found the perfect location for its So brand in an iconic property built in 1927. Located in the heart of the city's Central Business District, So Sofitel Singapore will feature 135 rooms and suites and is set to open in 2013. RGH will invest S\$130 (US\$103) million to S\$150 million in the 60-year leasehold property. ①



STRONG INVESTMENT INTEREST IN THAI HOTELS

With the hotel trading environment across the Asia Pacific region on the up, Thailand is also experiencing a strong level of hotel investment interest. While the figures for 2011 are unlikely to reach anywhere near the 16 billion baht generated in 2006, the signs are encouraging that they will be the highest for the last 4 years. Hotel transactions for 2010 totalled 5.5 billion baht, while 3.4 billion baht has already changed hands during the first half of 2011.

With one exception, the seller profile has consisted of institutional investors and large corporations. Investment has come from a variety of sources, including private investors, public companies, investment funds and high net worth individuals. Due to foreign ownership limitations, most investments have been domestic, although regional private equity firms have also started to make major acquisitions.

①

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ASIA PACIFIC REGION HOTEL ROOM SUPPLY REPORT

There are currently 1,309 hotels and a total of 314,433 rooms in the pipeline across the Asia Pacific Region, according to the September 2011 STR Global Construction Pipeline Report.

India showed the largest predicted growth at +34%. More than half of its new developments are upper-upscale and upscale projects. The region's other major market, China, has an ex-

pected growth rate of +13.4% with a focus on the luxury segment. There was also significant growth in Vietnam (+26.6%) and Indonesia (+16.7%).

①

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THAI RESIDENTIAL DEVELOPMENTS HIT BY FLOODS

The widespread flooding across Thailand has hit 311 residential projects that were either under construction or already on the market. A total of 34,908 units with a value of 98 billion baht have been directly affected. Another 226 projects with 23,908 units and a value of 76.5 billion baht are also at risk.

The flooded projects are in western Taling Chan-Suphan Buri, Tiwanond-Srongprapa

Road, Nakorn-In Road, Navanakorn-Rapipat, Bang Bua Thong, Pathum Thani-345 Highway, Rangsit-Nakhon Nayok, Canals 1-7, Rangsit-Bang Poon, Ratchaphruek-Tha-It, Lum Luk Ka, and Bang Pa-in-Wang Noi. The 226 "at-risk" projects are in Klong Sam Wa-Nong Chok, Pinklao, Thon Buri, Rangsit-Canals 7-15, Ramkham-haeng, Min Buri, Suwinthawong, Lat Krabang and Sai Mai

With the floods expected to take weeks to dissipate, developers with projects hit by the floods are faced with growing financial worries. In addition to extra building costs of up to 5%, revenue generation could be delayed by as much as half a year, resulting in increased costs of 6.7 billion baht based on average monthly interest payments of 0.5%. ①



Left :
Tim Hansing CEO

Below:
Tune Hotel Room



FINDING THE VALUE CONNECTION

with **Red Planet Hotels** Chief Executive Office
Tim Hansing

At the culmination of what has been described as a year of “acquiring and building” with 3000 rooms under construction in 19 hotels spanning three countries, Red Planet Hotels is set to open its first hotel in Hatyai, Thailand in December. The hotels will be operated under a franchise agreement with Tune Hotels, the accommodation associate of low cost carrier Air Asia, and will deliver a “limited service” product.

The rooms are notably small at just 11-12sqm but with an emphasis on two things that travellers want: a comfortable bed and a high performance shower. Similar to its airline counterpart, the hotel will sell “add-ons”—TV, towels, air-conditioning, and all other amenities are available for purchase and can be accessed through the electronic key card system. Facilities are minimal, with no lounge, pool, or spa while food and beverage and other conveniences will be available and serviced by independent operators.

This model of offering “rooms-only” combined with the routes flown by low cost carriers “is slowly and quietly revolutionising and democratising the leisure and business travel industry” says the charismatic CEO of Red Planet Hotels, Tim Hansing. The access to convenient routes at cheap prices combined with easily accessible no frills accommodation ensures that those who couldn’t previously afford leisure and business travel now can.

“We are using the Ford model of construction” says Hansing when discussing the process of design and development for the properties. He adds the process is a bit like a hotel building factory, with sites going in at one end and hotels coming out of the other but with an emphasis on “keeping each step simple, doing each step properly”.

Travellers are not the only ones benefiting from this winning formula. These developments provide a value connection for

the organisation and have been chosen as a model that would enable the company to get a faster return and far more reliability, due to the low construction build cost and operating costs. With a portfolio of hotels in Thailand, Philippines, Indonesia and sites for development in China, risk is diversified over the whole region rather than in one country.

Following this business model, Red Planet Hotels currently has projects worth US\$120 million under development and hopes to raise another US\$100 million in equity by the first quarter of 2012.

After the first hotel opens in Hat Yai, Thailand in December, another hotel will open ever month for the foreseeable future. ①



For more information on
Red Planet Hotels or Tune Hotels
<http://www.tunehotels.com/>
<http://www.redplanethotels.com/>

Profile | River Birches and the Cottage at River Birches

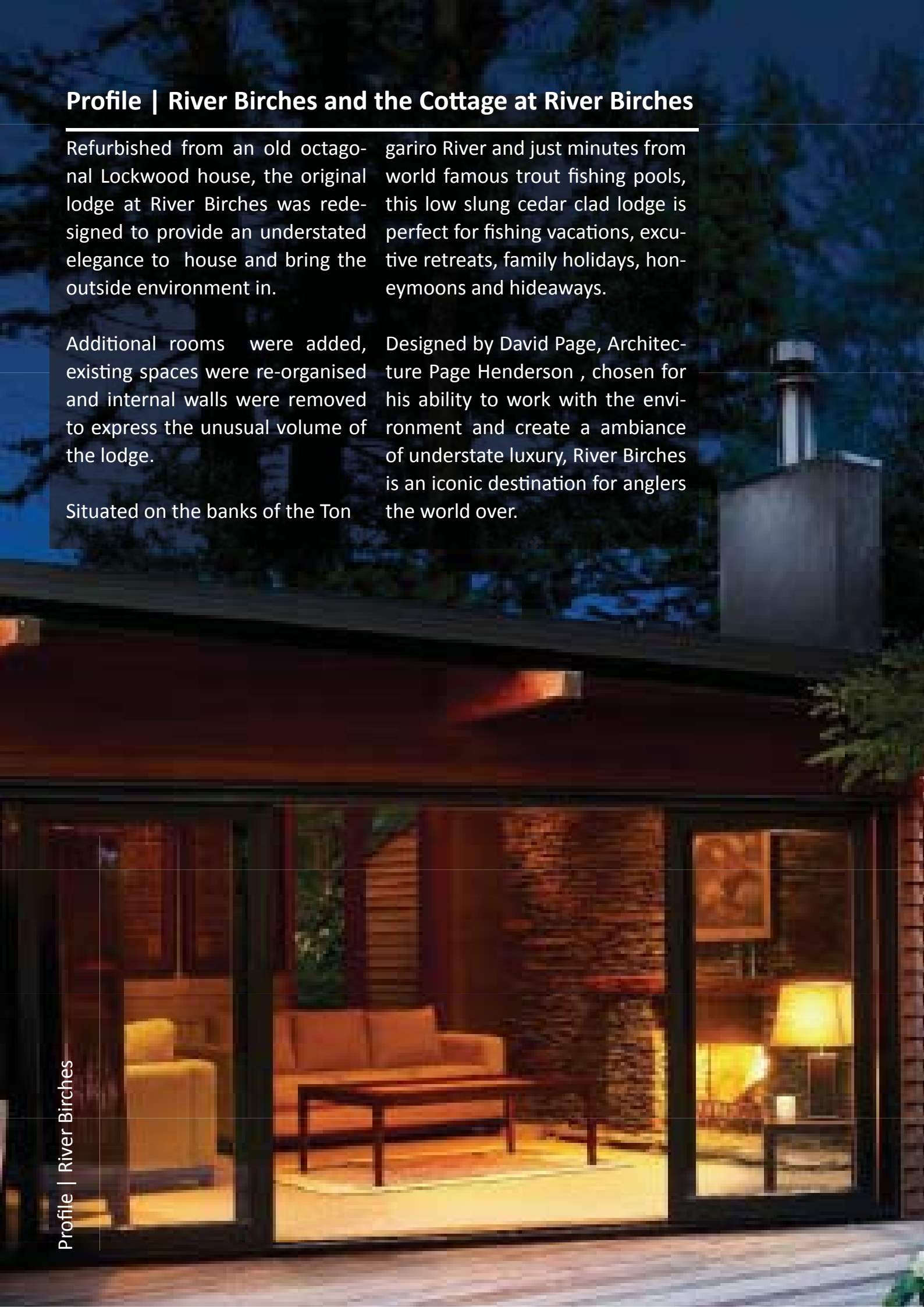
Refurbished from an old octagonal Lockwood house, the original lodge at River Birches was redesigned to provide an understated elegance to house and bring the outside environment in.

Additional rooms were added, existing spaces were re-organised and internal walls were removed to express the unusual volume of the lodge.

Situated on the banks of the Ton

gario River and just minutes from world famous trout fishing pools, this low slung cedar clad lodge is perfect for fishing vacations, executive retreats, family holidays, honeymoons and hideaways.

Designed by David Page, Architecture Page Henderson, chosen for his ability to work with the environment and create a ambiance of understated luxury, River Birches is an iconic destination for anglers the world over.





Bangkok based
owner Jason Bleibtreu



The Cottage at River Birches

Positioned alongside the lodge is the newest addition, The Cottage.

Set amidst the beautiful surrounds of the River Birches environment, The Cottage is a three-bedroom self-contained property with service options available if desired. Conceived with families and smaller groups in mind, those who value the privacy and spaciousness of a home. ①

“

*I was drawn to the location of
River Birches
because of a feeling of
peace and tranquility
that I felt the moment I arrived.*

*I loved the way the light filtered through the trees as
well as being so close to the river
that you can hear the
rhythmic sounds of the running water.*”

Jason Bleibtreu



OUTSIDE LIVING|IN

Small luxuries and brand
building with
Anchalika Kijkanakorn and
AHMS



From transforming her family beach-front holiday villa into the award winning Aleenta Resort and Spa, Hua Hin – Pranburi in 2003 and the subsequent development of the Aleenta Resort and Spa Phuket-Phang Nga in 2006, 2011 will see Anchalika Kijkanakorn, launch two new brands under Akaryn Hospitality Management Services (AHMS); Akaryn and Akyra Chura.

Built from her own experiences AHMS is a high end boutique management success story.

Kijkanakorn, believes the the success behind AHMS and the group's resorts, lies in the economy of scale. By combining a few small properties together and centralising accounting, sales and marketing, purchasing, reservations and international representation, resorts can focus on the management of keeping guests happy.

In addition by owning the hotels that AHMS operates, the AHMS management company is able to differentiate itself from other hotel management companies. Having a financial interest in the properties ensures that the company is able to carefully manage "the crimes of passion" of being an owner, and delivering the service that is required of being an operator.

Inspired by her own travel experiences, founder and managing director, Kijkanakorn of AHMS, has created what is an example of how "high end" and



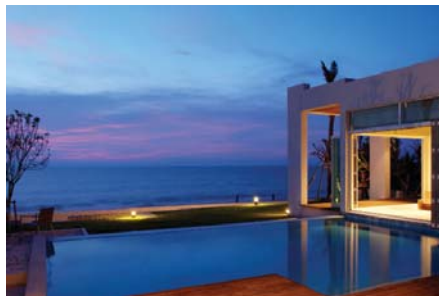
above:
one bedroom seaview
suite Akyra chura

top left:
pool residence Aleenta
Resort & Spa Phuket -
Phang Nga

bottom left:
pool residence Aleenta
Resort & Spa Phuket -
Phang Nga

top right:
Aleenta Hua Hin Pranburi
Resort & Spa

bottom right:
Aleenta Resort & Spa
Phuket - Phang Nga



“boutique” can perform and deliver for both owners and guests.

Kijkanakorn, believes by being smaller, AHMS is able to stay selective which gives the group an edge in the properties it develops and manages.

Using inhouse designers, both the resorts and the rooms are inspired by the idea of inviting the outside in and ensuring that guests experience,

through sight and sound their beachside locations.

AHMS currently has the following brands, Aleenta, Akaryn, Akyra chura and Spa IV all of which symbolize Chic, luxury, and boutique.

for more information about AHMS:

<http://www.theakyra.com/>

<http://www.akaryn.com/>

<http://www.aleenta.com/>

<http://www.ahmshotels.com>



the art of DESTINATION SPA MANAGEMENT

with Destination Spa Development consultant;
Joy Menzies,
Destination Spa Management

Destinations Spas. Consumers and people in the hospitality industry themselves don't always understand the concept.

This is true, the original definition refers to a health resort type facility but its use is often applied, by press and marketers, to resort spas and hotels with spas - which confuses the general public about what a destination spa actually is.

In its most simple terms, what is a destination spa?

The generally accepted definition of a destination spa is a spa, health resort or integrated wellness facility whose sole purpose is to provide guests with lifestyle improvement and health enhancement through professionally administered spa services, physical fitness, health and medical services, educational programming and on-site accommodations. Healthy cuisine is served exclusively.

You were managing director for the multiple award winning Chiva Som International Health Resort for many years. What was secret behind the success of that product?

There are three critical factors that **have contributed to its success:**

The Design.

The original design was cleverly put together and was way ahead of its time. Even though it was created in the early 1990's, before spa was popular in Asia, it had all the essential elements. The original design cleverly integrated all the key elements of a destination spa stay – fitness facilities, a generous spa area, a well balanced number of accommodation rooms (ensuring a personal service to every guest), an area for comprehensive wellness assessments, two good restaurants and a management team housed in the centre of all activities. The ability and willingness to add new facilities, as the industry has grown, has ensured it has stayed ahead of the competition.

The Software.

Whilst attention on the hardware – maintenance and adding new facilities – was always considered an important activity to meet guest expectations, it was the emphasis on software (people/services) that took precedence and ensured staff were confident and skilled to deliver real benefits to guests. Developing staff, bringing in highly qualified trainers, sending staff overseas to develop new skills – this was where we laid the emphasis ensuring guests would be given the best help and guidance to further their wellness goals. This took resources and

dedication but was a winning formula.

Integration.

With over 300 staff and 100 wellness practitioners the most important factor that leads guests to return time and time again is the seamless integration of all services in a way that meets guest goals. Understanding, consistency, progression.

Other hospitality companies have since unsuccessfully launched a similar product here in Thailand. Why do you think they were unable to successfully establish the product?

Positioning their products in the market is very important. Destination Spas are in a niche market and clients are travelling from all over the world. It is critical to make sure industry contacts and consumers understand the concept. Early pitches created some misunderstanding of the destination spa concept and what it could deliver causing disappointment to many users.

A destination spa is managed in

a very different way to a hotel property with focus being on the individual guests. Whilst a group may be successful at operating hotels and resorts there has to be an adaption to an individualised guest focused approach for a destination spa property. Standard hotel and head office guidelines have to be adjusted to suit this kind of experience

Destination Spa's are marketed in a different way to hotel properties. Larger groups may automatically assume their current marketing team can handle the property sales. This is unlikely to be the case as the requirements are very, very different.

You are now with Destination Spa Management. What defines DSM in the market place and is DSM different from a hotel management company or is it a spa management company?

DSM, operates very much like a hotel management company, where hotel management companies specialize in hotels we specialize in destination spas, health resorts and wellness fa-

cilities. There are significant differences in the way a destination spa is developed and managed and DSM has all the experience and know how to do this well. Between the key directors the DSM team has over 50 years of destination spa/health resort experience from design, set up, implementation and management and we are well positioned to assist owners develop and brand successful destination spas

What are the critical questions an owner or investor should ask themselves if they wish to develop a destination spa?

The four key questions I always ask are the following:

i. **Are you a regular destination spa goer or have you stayed in destination spa?** If the answer to this question is negative I know the project is going to have difficulties! The successful destination spas we know of are almost always either driven or supported by the owners dedication to the destination spa experience. If they've never enjoyed and benefitted from the experience they will have difficulty to understand the needs of the project and it is unlikely to succeed.

ii. **What are your ROI expectations?**

Owners need to be willing to take a long term view.

Capital expenditure on non-accommodation areas is very different to a hotel model and in most cases, such as in Asia, there is a major requirement for training in order for wellness providers to meet international standards





iii. Is your land in an area of outstanding natural beauty? Most (although not all) destination spa's are built in areas of outstanding natural beauty. It is important for the guest in soothing and calming their minds. Beautifully designed gardens and open spaces would be essential in an area that does not offer natural beauty

iv. Are you prepared to take an eco approach to the development? This is necessary to meet the needs of spa goers who are particularly sensitive to eco issues and look for properties that are doing their best to support the environment and local community

What should owners be looking for in their consultants in developing their Destination Spa?

In terms of the consulting team I think there are three important elements:

i. Integration of the development teams.

The teams must be fully integrated and fully on board with the owners vision. Whilst this may mean more meetings and more consultation between them it will bring the best results in the end.

ii. Experience over Ego! For all consultants I would be making sure they are putting the guest experience and staff needs before their own! Anyone who wants to put 'wow' over function is probably not the best for this project. Look for consultants with destination spa experience. All consultants – hydro, spa, design, medical, management, F&B, should have successful destination spa clients or have personal experience themselves. Whoever the consultants are they must understand the needs of the target market and never lose sight of them in pursuing the best services and facilities.

iii. Appoint a project leader who has worked

extensively on destination spas and who has overall responsibility to bring the many parties together in a manner that makes sense for a wellness guest – co-ordinating training, environmental programme, facilities and all services.

What should owners be aware of in operating their own destination spa?

Keep abreast of wellness trends – whilst the basics are always the same – good nutrition, relaxation, meditation, holistic health, exercise - there is a lot of development in the diagnostic and anti-aging areas –whether you decide to incorporate these new services/equipment or not your guests will be asking about them and you need to clarify why you have or have not included them.

Don't believe everything you read or hear about. There are a lot of fads and gimmicks out there. Be careful what you introduce - your guest needs to trust you have done the research before presenting the services to them.

How much does design and aesthetics dictate the bottom line when it comes to the destination spa experience?

Design and aesthetics are important to attract press, industry agents and early consumers. Photography of facilities and any unique features will be important to attract clients via articles and the web. Ultimately however it is the services, packages and programmes that will have guests returning time and time again and spreading the concept by word of mouth

You are working with Jean Paul Blissett of Syntax a prominent spa architect. What are some of the essential concepts that need to be incorporated in to spa design?

The great thing about working with someone with JP's and Syntax's experience is their ability to really understand the guest flow. This is really critical in wellness based resorts.

It is easy to decide to have Watsu, 20 treatment rooms, hydro area, gym, yoga studio but it's the journey between them that can make the biggest difference ensuring the guest feels completely comfortable and at ease.

Whilst it is important to incorporate the most up-to-date designs and facilities its equally important to understand the interaction between them and how the guest will use these facilities.

Keep things simple. It is impossible to lead the guest toward renewal if there is an assault on the senses. Vibrant gardens may be beautiful in some settings but it is a calming group of textured green plants which works more magic in the spa environment. A balance between design and comfort is essential.

Sensible materials and ergonomics are also a key factor. Curved tiles in the steam for a softer seat and a softer look. Those beautifully designed sofas in the relaxing area need to be made of material that can be cleaned of oil stains.

Temperature and noise take on a new level in the spa environment. Will the guest be wet, undressed, wanting to sleep or chat? These things and many more have to be considered in the design way before the guest uses the facilities.

What are some of the factors from a development and concept point of view that enables a destination spa to perform profitably?

In the concept stage it is important to identify where

spend and resources are best applied. For instance, a conventional hotel is likely to have a 'wow' lobby because this is where a lot of activity takes place. In a wellness property the lobby plays only a small role (mostly check in and check out) so there is no need to put a lot of resources there. For good ROI results we need to put the capital spend in the areas that matter the most to a wellness guest. I would want to strangle the architect that gave me a huge guest room and yet there is only space for 6 people in the yoga class!

Pay attention to staff areas. If staff have good facilities (for rest, relaxation, food) they are less likely to leave. Their long service will become an important factor in maintaining profitability via repeat guest visits.. Guests love to come back to the same staff – it is an important factor in building repeat business. A happy staff team means a happy guest.

Put training facilities near to the property. Guests love staff who know more than they do, can guide them in the right way and can deliver results. Guests will spend more if they are confident in the staff. Employees are confident when they know what they are doing and can competently deliver what is required of them. Put training facilities close to the property so that you can take staff out of operations for slower periods whilst having them at hand when guests need them.

What are the potential pitfalls that an owner should be aware of when developing and operating their own spa/ destination spa?

Make sure you have enough funding to carry you through the first few years. It takes time for a destination spa to successfully break into the market. Once it does it will be a road to fortune but if funds become short you will be tempted to make changes that may not be the best for the brand or the market you are trying to attract.

Don't copy others, they have each developed under the personality of their owners. Sample them, choose the things you like but ultimately put your own personality into yours. ①



Joy Menzies
Co-Founder
Destination Spa Management

DSM is a destination spa management company assisting owners and investors of wellness properties with concept and feasibility studies, pre-opening implementation and destination spa management. Destination Spa Management includes operating the entire property, managing the marketing, staff, services, facilities and ultimately delivering return on investment. to find out more about DSM
<http://www.destination-spa-management.com/>



Alan Barr
Creative Director
Blink DG

BLINK

REVOLUTION

Blink Design Group has been acquired by Asian design firm Space Matrix as Space Matrix sets its sights on becoming a leading player in the hospitality design industry.

Founded by Clint Nagata, a Hawaiian-based Japanese architect, Blink already boasts an impressive list of clients that includes Conrad, Hilton, Jumeriah, Langham Place, Le Meridian, and Sheraton. The group is now looking to expand in the Asia Pacific region with projects in Thailand, India, Indonesia, Sri Lanka, China and Macau.

The strategic acquisition brings together a highly creative partnership between Blink's Clint Nagata and Alan Barr, who currently leads the Space Matrix Hospitality Group as creative director. All Space Matrix's hospitality projects

will now be developed under the Blink brand, while Blink will have dedicated studios in Bangkok, New Delhi and Singapore as well as access to the new resources that the acquisition provides.

“Evolution as a design process just isn’t good enough anymore. A revolution is here and its name is Blink.”

Additionally, Blink will be able to offer an end-to-end solution that includes a full suite of integrated services, including master planning, architecture, interior design, and branding as well as pre-design advisory and consultancy services—one of the few design agencies to do so. This enables clients



who are not sure how to proceed with their development are guided through the process to ensure the right decisions are made to optimise their development to suit the demands of the market and the clients needs.

The group also aims to offer its clients a different perspective through the continuation of “premium thinking, innovation, and design aesthetics”.

Conceived of the project developers’ desire to achieve “something different”, the high rise **QBE @ Gole Market in Delhi** is an example of dedication to function and form fused with aesthetics and innovation. It’s also an example of the growing trend of marrying the concept of hospitality to residential developments. The “townhouse in the sky” development as the QBE @ Gole Market is known as, consists of five cubes, each with five floors, with a pool on the first floor of each cube. The units are priced at around USD\$25 million per floor.

Speaking about the acquisition and the group’s ambitious plans, Alan Barr said, “We offer a totally different product. We don’t run with the flock. We have made a conscious decision to be the fish swimming upstream. We have decided to run a different direction. There are clients who want that, who want something different, and there are clients who just want to fit in. We are the different animal, where our drum beats a little faster, a little different. It’s a little more rhythmic.” ①



“We are the different animal, where our drum beats a little faster, a little different. It’s a little more rhythmic.”

EXPECT THE BEST

PREPARE FOR THE WORST

planning for business continuity

special feature



What to do after the water has won the battle?

Ok, so you never thought it could happen to you. It could not possibly rain this much, the government was supposed to protect your location and not let the water in, and the worst of the floods water has passed..... But never the less, somehow the water has broken through the sand bags or dykes or other barriers that were in place and your business is under more than a metre of water. What can you do now?

If you had a Business Continuity Plan (BCP) in place then you would be reviewing that and implementing the plans you had made previously, but many companies in Thailand today don't have any BCP's so let's begin on the premise that you have no plans in place.

The next step will be to wait for the water to subside, clean up, and then claim all the losses on Insurance. But be careful, read the fine print. As many companies affected by the Red Shirts protests in 2010 found out,

there are some events for which insurance claims are excluded – and a very common one in Thailand is flooding! This makes sense in a country that floods on a regular basis of course. So if you can get hold of the document, do so immediately and check the policy wording now and quickly start discussions with your Insurance provider. So let's assume no plan and only basic Insurance coverage.

What can you do?

There are many things you can

be doing now, and this list is just a few suggestions based on our many years of experience working with many clients suffering many disasters....

1. **Get organised**
2. **Make a plan**
3. **Find the resources for the plan**
4. **Implement the plan**
5. **Review the outcomes and repeat**

Getting Organised

Find someone with a wide knowledge within your business, with a cool head, who will not panic and that people will listen to.

Ideally this is not the boss as they will need to continue running the rest of the business, and will need to just oversee the management of the recovery. The key is to make one person responsible for the recovery, and give that person the authority to act .

Making a Plan

- Assessing the damage, thinking through the various short and long term aims.
- Consider moving production to other facilities
- Break it down into time periods (hours, days or weeks subject to your circumstances) and then into different parts of your business (Factory floor, Accounting, Customer Service, IT etc).

What is Business Continuity Planning?

Business Continuity Management (BCM) or Planning (BCP) is a process whereby a company makes plans to deal with any damaging events that may strike.

The aim of these plans is to minimize damage to the business by these events, and then speed up the process of recovery to be able to quickly return to “business as usual”. The types of events can include man-made (e.g. IT failures, bombs or terrorist attacks) or natural (e.g. floods, earthquakes, pandemics, typhoons).

This can be done simply and quickly at a high level, then get into some detail (or allocate others to provide the detail).

- Set aims or objectives within each time period to work towards.

Find the Resources

- Involves obtaining the various elements needed to complete the plan
- You may need to add to your normal work force, for instance some specialist skills such as cleaning some of the key equipment or moving and re-commissioning machines
- Planning early will mean you can book these people now.
- A key resource may be to find a recovery planning advisor/assistant such as Coverage (**www.coverage.co.th**) if you or your team have never been through disasters

Implementing the Plan

Communicate to various staff, customers, suppliers or other stakeholders. Keeping them informed will get their buy-in and assistance, as well as knowing when to expect your first batch of output.

Your plan may have included setting up a temporary site, so you may need an additional plan to shut down this temporary site, and re-establish the original one.

Andrew Durieux is a, Director and the Principle Consultant for BCP at Coverage. For more than 10 years Andrew has focused on BCP, Crisis Management and Risk Management, providing these services on 4 Continents and for a wide variety of clients which range from small Thai operations to US Stock Market listed companies operating across many countries.

It is never too late to start your recovery plan, and the sooner the better. The positive side of this is that you could win new customers and the ongoing trust of your existing customers and staff for many years to come by acting quickly.

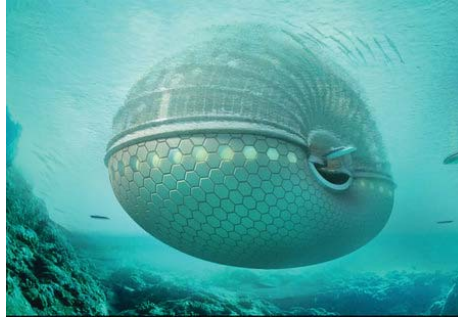
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FLOOD ARCHITECTURE



With much of central Thailand currently flooded, we take a look at concepts in Flood Architecture with Ark Hotel designed by Russian Architectural Firm Remistudio's concept of a hotel that can withstand flooding.

A self contained biosphere, uses solar panels and rain water to provide power and water. 'The Ark is an attempt to answer the challenges of our time.

<http://remistudio.ru/>

sopose / Shutterstock.com

Green Container International Aid makes use of recycled shipping pallets, recycled construction material, inner tubes from trucks to put together an amphibious structure.

http://green-container-intl-aid.com/amphibious_container



TIME LAPSE

This weeks video is of the stunning time lapse construction video of

MARINA BAY SANDS

<http://www.youtube.com/user/ckuruz#p/a/u/1/-CUkEEPhkjc>

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