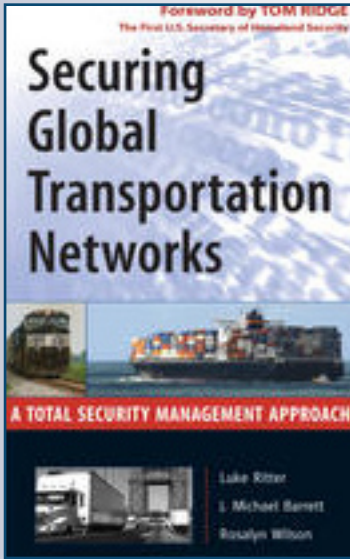


Total Security Management



The Total Security framework is bounded by Five Strategic Pillars that define its central tenets for all security best practices for all security processes, including that they must:

- Create value for the firm
- Involve all relevant Value Chain partners
- Institute continual improvement
- Help avoid, minimize or survive discontinuous events, and
- Support business continuity plans

These pillars are in turn supported by Four Operational Enablers, which cover important focus areas for improvement including implementation of industry best practices, increased situational awareness, reliance upon training and exercises, and outreach to all relevant parties. In practice, the application of the *Strategic Pillars* and the *Operational Enablers* is achieved at the *tactical* level by using the risk management approach to assess operations and processes across four critical functional areas: *protection of fixed assets, assets in transit, brand equity/goodwill, and human capital*. Relative resiliency and preparedness can then be benchmarked against other firms and process improvements can be analyzed in terms of their relevance to and conformity with the TSM Pillars.

Total Security Management:

The business practice of developing and implementing comprehensive risk management and security best practices for a firm's entire Value Chain, including an evaluation of suppliers, distribution channels, and internal policies and procedures in terms of preparedness for disruptive events such as terrorism, political upheaval, natural disasters, and accidents.

