

# 1 Problem

<b>What</b>	Problem(s)	Hotel fire, injuries
<b>When</b>	Date	December 31, 2015
	Time	~9:30 PM
	Different, unusual, unique	Combustible paneling used for sidings
<b>Where</b>	Facility, site	Dubai, United Arab Emirates
	Unit, area, equipment	63-story hotel
	Task being performed	Celebrating New Year's Eve

## Impact to the Goals

<b>Safety</b>	At least 14 injured
<b>Environmental</b>	Significant smoke released
<b>Customer Service</b>	Evacuation of hotel & area
<b>Regulatory</b>	?
<b>Production/ Schedule</b>	?
<b>Property/ Equipment</b>	Damage to hotel (covered by insurance)
<b>Labor/ Time</b>	Response, repairs

This incident  
 Frequency: At least 8 fires that spread along exterior of high-rise hotels in Dubai over last 20 years  
 Annualized Cost

# NEW YEAR'S HIGH RISE HOTEL FIRE

## Cause Map

"It's like a wildfire going up the sides of the building. It's very difficult to control and it's very fast. It happens extremely fast."

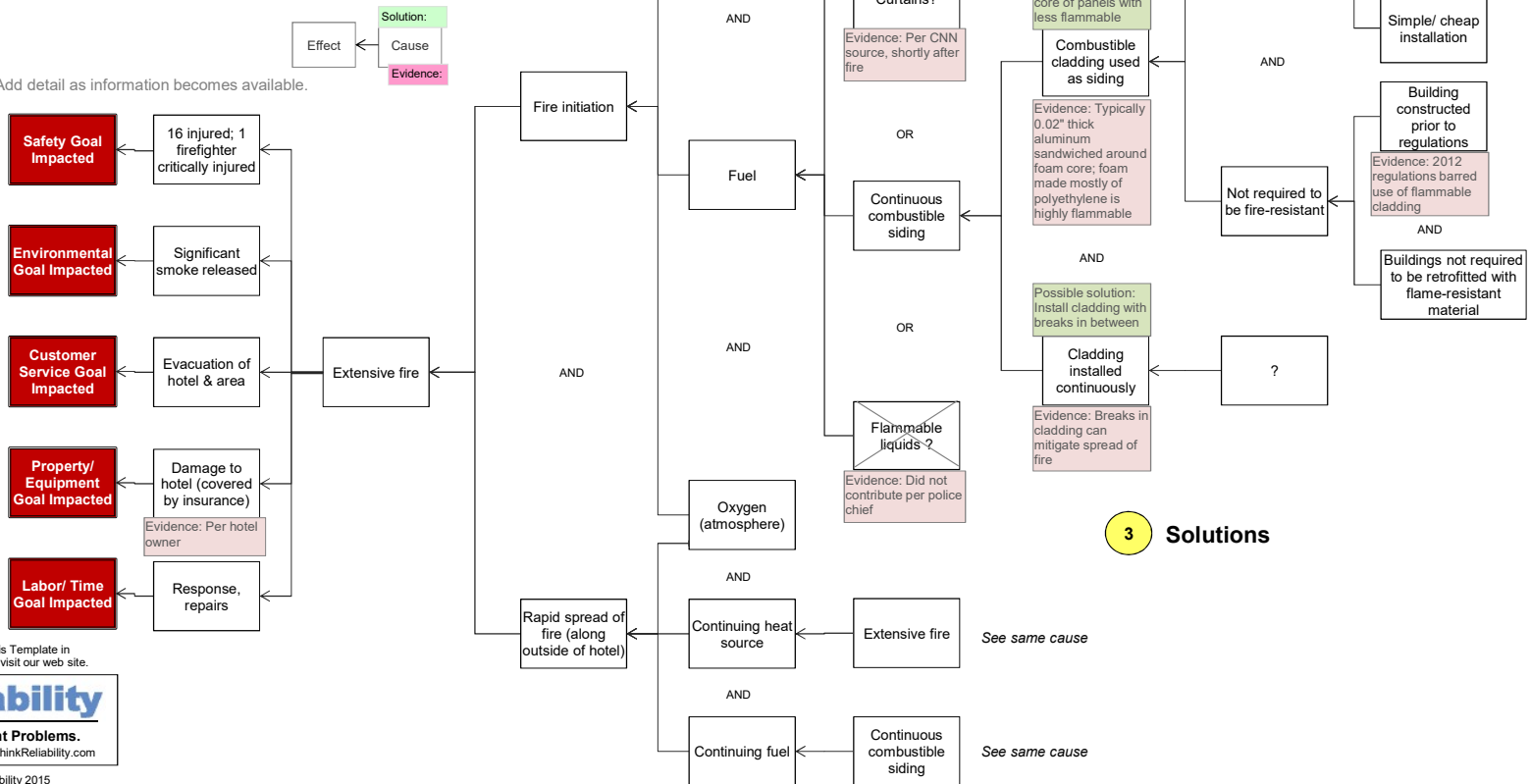
- Thom Bohlen, chief technical officer, Middle East Center for Sustainable Development

"You know you've only got to step back a little bit further and say: 'What does it mean for Australia and what does it mean (when) you're talking to me from Dubai? This is a significant issue worldwide, I would suggest . . . There is no question this is a game changer.'"

- Peter Rau, chief officer, Metropolitan Fire Brigade, Melbourne, Australia (where a similar fire broke out in November 2014)

# 2 Analysis

More Detailed Cause Map - Add detail as information becomes available.



# 3 Solutions

For a free copy of our Root Cause Analysis Template in Microsoft Excel, used to create this page, visit our web site.



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