

Hotel facilities and Modern Threats. Actions & Counteractions



Doing business in the Hotel's Industry you need to be able to confront as much as possible, two major categories of threats for your business continuation, security-wise:

1) Natural disasters

2) Manmade or technological disasters

Hotels are forced to balance between:

PROTECTING LIVES

OPEN AND FRIENDLY CONCEPT

GENERATING SALES

REPUTATIONAL RISKS

SECURITY = SAFETY + DOLUS

BALANCING BETWEEN

SERVICE
SECURITY &
PRIVACY



It basically comes down to two groups of reputational risks:

THE RISKS OF DOING

And

THE RISKS OF NOT DOING (DOING NOTHING)

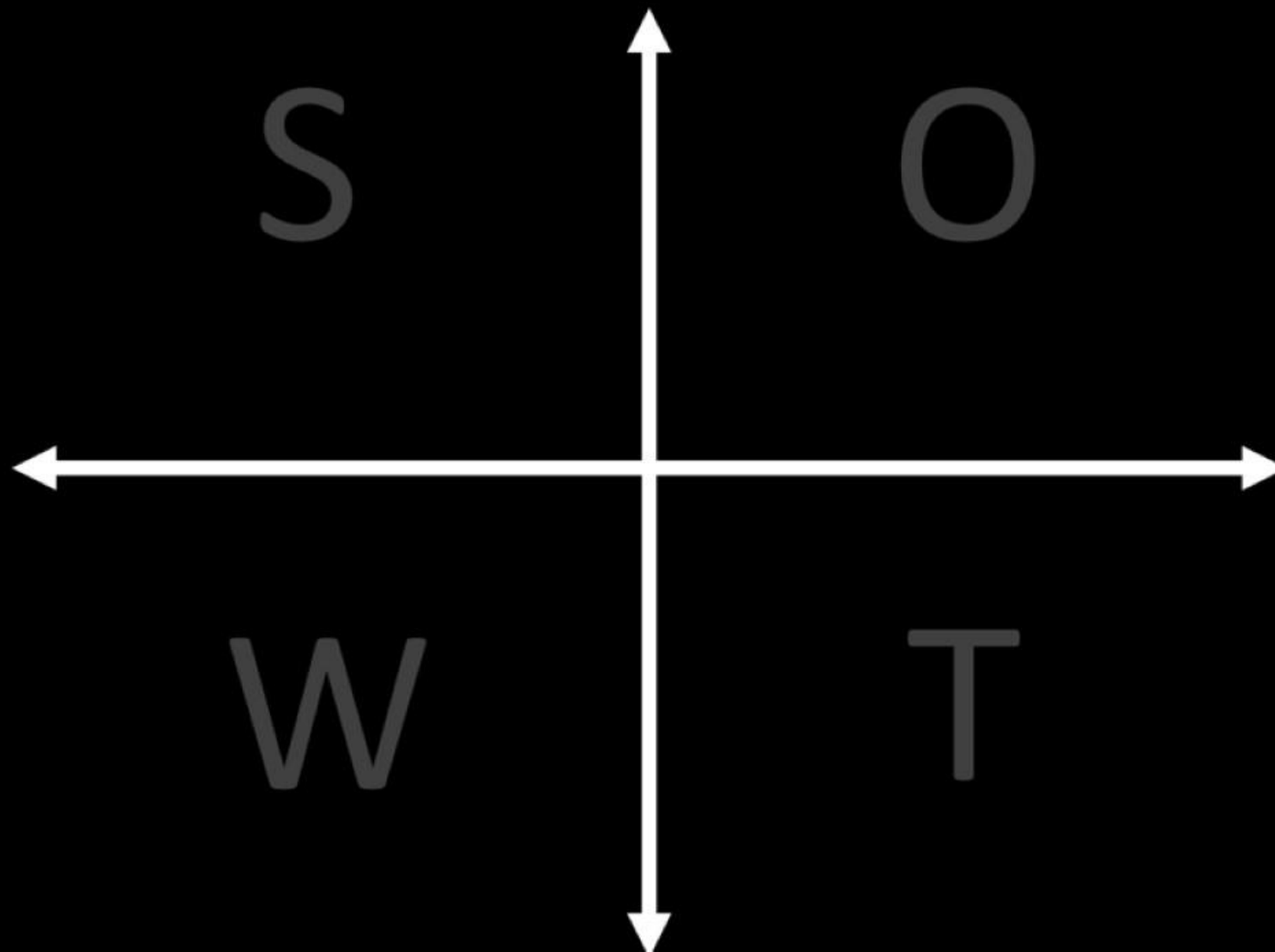
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Discussion: SWOT analysis for increased security measure



*strengths,
weaknesses,
opportunities
and threats*



What about GREECE ?...

1999 bombing of the **Intercontinental Hotel in Athens Greece** which was performed by Greek far-left terrorist organization

“**Revolutionary Nuclei**”. The group has performed 13 bombing attacks between 1996 and 2000.

Greek terrorist organizations such as **November 17**, **Revolutionary Struggle**, **Rebel Sect**, **Conspiracy of Cells of Fire** and others have performed countless attacks in Greece.

Apart from local far-left terrorist organizations, there is a heavy presence of numerous Islamic terrorist organizations in Greece.

On 26 September 2013 there was an explosion at the tax office in Kifissia, northern Athens

On 4 October 2013 there was an explosion at the Panathinaikos football supporters' club in the Athens district of Petralona,

10 April 2014 there was a large explosion outside the Bank of Greece in central Athens

9 October 2014 attack on the political office of the Greek Shipping Minister

30 December 2013 gunmen fired automatic weapons at the German Embassy in Athens

12 December 2014 gunmen fired automatic weapons at the Israeli Embassy in Athens

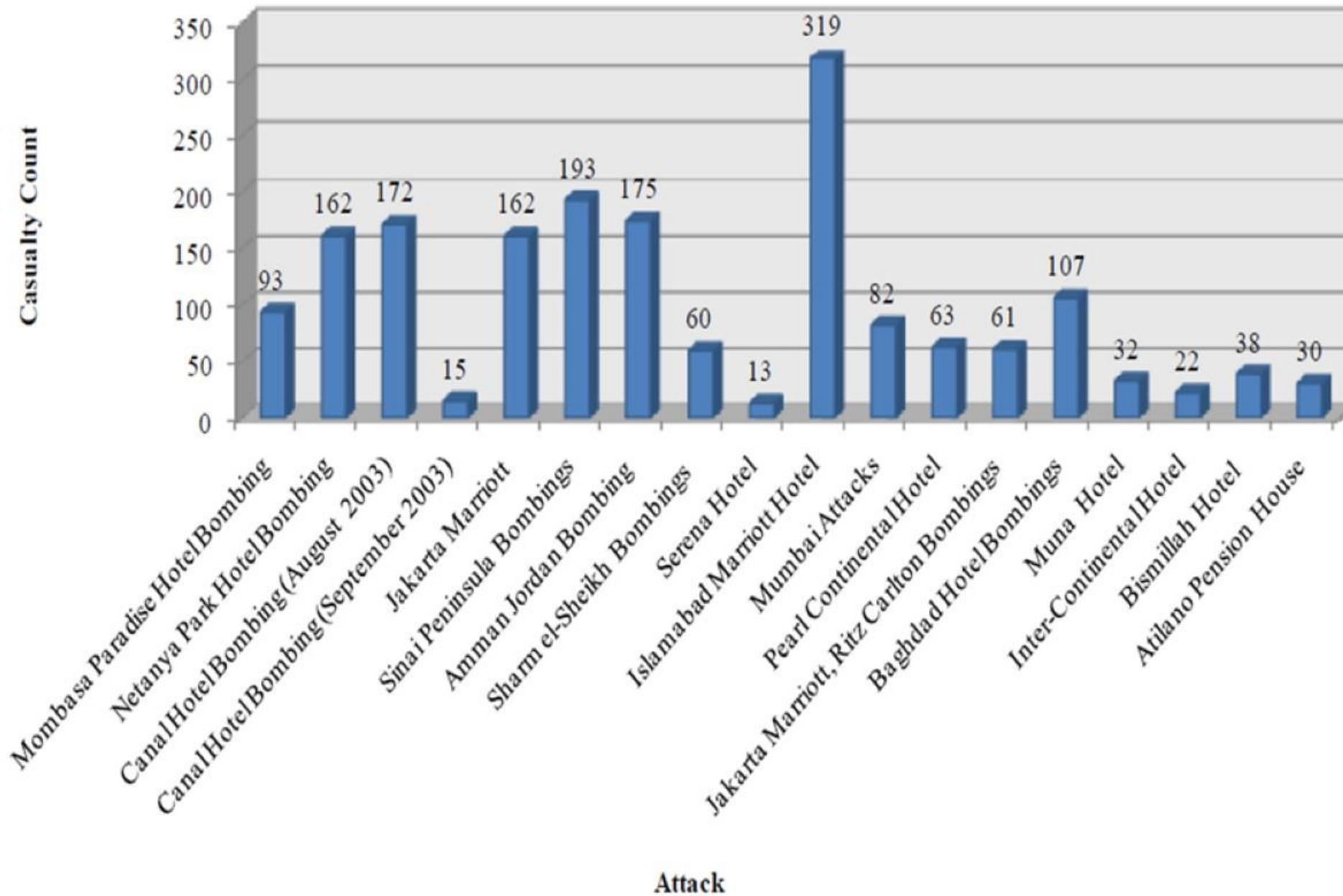
January 2015, at least four people were arrested in Athens, Greece, for possible involvement in a foiled terrorist plot in Belgium.

Attacks on Hotels 2002 - 2011

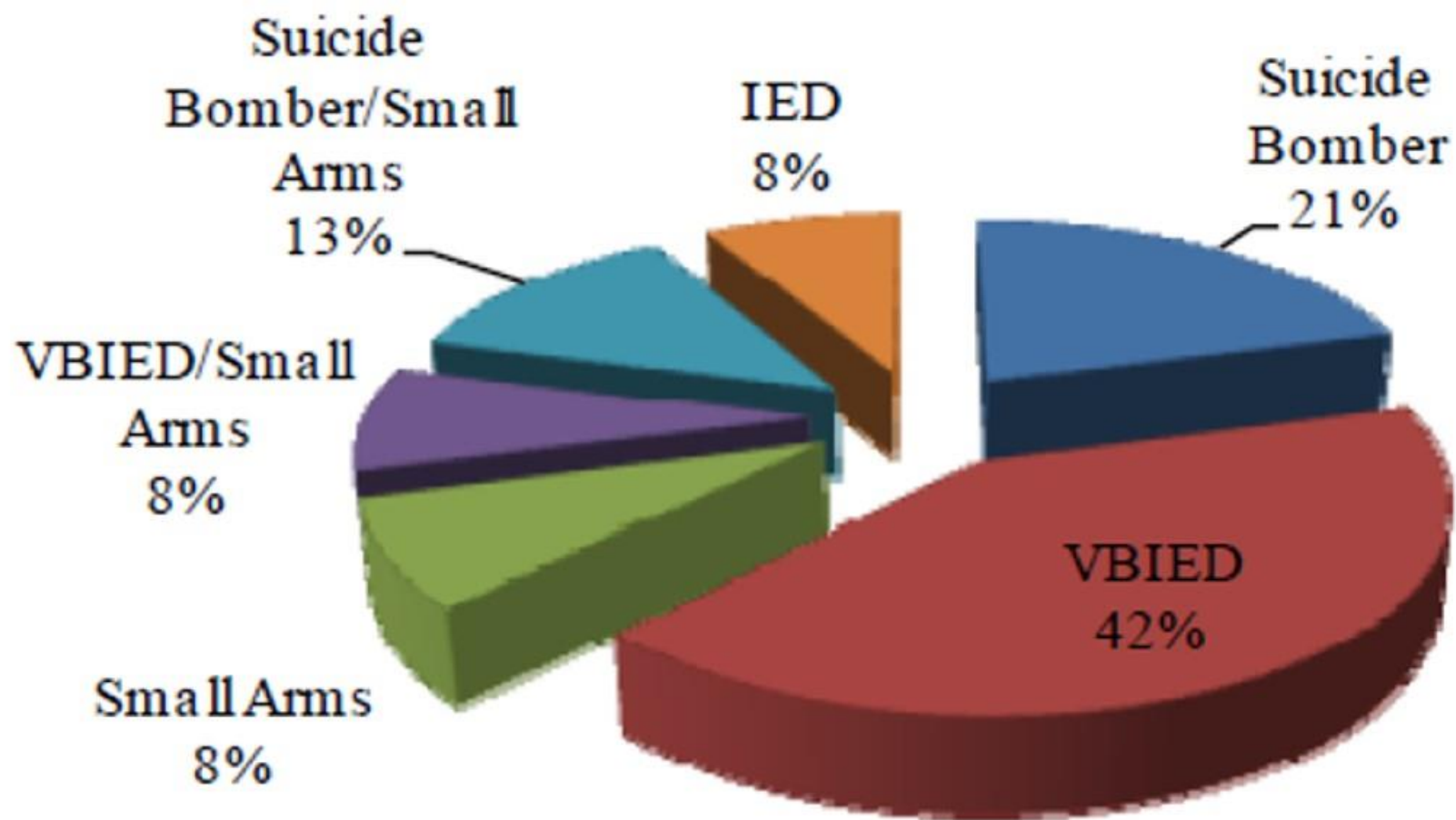
- November 2002: Paradise Hotel (Kenya)
- March 2002: Park Hotel (Israel)
- August 2003: Canal Hotel (Iraq)
- September: Canal Hotel (Iraq)
- August 2003: Jakarta JW Marriott (Indonesia)
- October 2004: Sinai Peninsula Bombings (Egypt)
- November 2005: Amman Bombings (Jordan)
- July 2005 Sharm el-Shiek Bombings (Egypt)
- January 2008: Serena Hotel Attack (Afghanistan)
- September 2008: Islamabad Marriott Hotel Bombing (Pakistan)
- November 2008: Mumbai Attack (India)
- June 2009: Pearl Continental Hotel Bombing (Pakistan)
- July 2009: Jakarta Marriott & Ritz-Carlton Bombings (Indonesia)
- January 2010: Baghdad Hotel Bombings (Iraq)
- August 2010: Muna Hotel Attack (Somalia)
- June 2011: Inter-Continental Hotel Attack (Afghanistan)
- August 2011: Bismillah Hotel Bombing (Pakistan)
- November 2011: Atilano Pension House (Philippines)

Imagine the number of prevented and/or failed attacks against hotels, or how many times terrorists used hotels as a base for performing attacks elsewhere...

Casualty Count Per Attack



Percentage of Type of Attack per Target



Why are luxury hotels – particularly Western branded properties suddenly in the terrorists' crosshairs?

1.

Hotels are symbolic targets of Western affluence and influence that attract precisely the kind of people the militants seek to eliminate:

- Foreign diplomats,
- Businesspeople,
- Tourists, and
- Local elites.



Why are luxury hotels – particularly Western branded properties suddenly in the terrorists' crosshairs?

2.

Luxury hotels, restaurants, night clubs, shopping malls, and public transportation systems, are “soft targets,” presenting few obstacles to determined terrorists.

Indeed, hotels are open environments with multiple points of entrance and egress and a constant flow of traffic, including hotel guests and visitors, staff, merchants, and delivery people. Hotels also lend themselves to pre-attack reconnaissance, with floor plans, photos, and panoramic video clips of public areas often available over the Internet.

Government and military facilities, by contrast, are much more heavily guarded.



Why are luxury hotels – particularly Western branded properties suddenly in the terrorists' crosshairs?

3.

The terrorists have discovered that a successful attack on a hotel can yield rewards equivalent to an attack on an embassy, including scores of casualties, widespread panic, and extensive media attention.

These types of “spectaculars” result in great harm to a country's collective morale and its economy.



Why are luxury hotels – particularly Western branded properties suddenly in the terrorists' crosshairs?

4.

The increase in hotel attacks has also to do with the changing organizational composition of the terrorist groups themselves.

Following the interventions in Afghanistan after 9/11, some Jihadist movements such as al Qaeda evolved from highly centralized organizations to much flatter entities.

Instead on making centralized decisions and strategies, terror groups rely on “homegrown” affiliates that do not always have the ability to perform attacks against airlines, embassies or government and military targets but instead focus on softer targets such as hotels.



BUT : And still, in the past 10 years, less than 2000 people worldwide were killed in terror attacks on hotels.

It is much less than the global number of accidental deaths, incidents and suicides in hotels during the same period.

Incomparably less than deaths caused by accidental airplane crashes in the past ten years.

light years away from the number of scams, crime and fraud (including their impact on the worldwide hotel industry) against hotels and their guests that are occurring daily in hotels all across the globe.

The biggest number of terrorist attacks against civilians in places of religious worship such as temples, churches and mosques.



ACTIVE SHOOTER

Type V

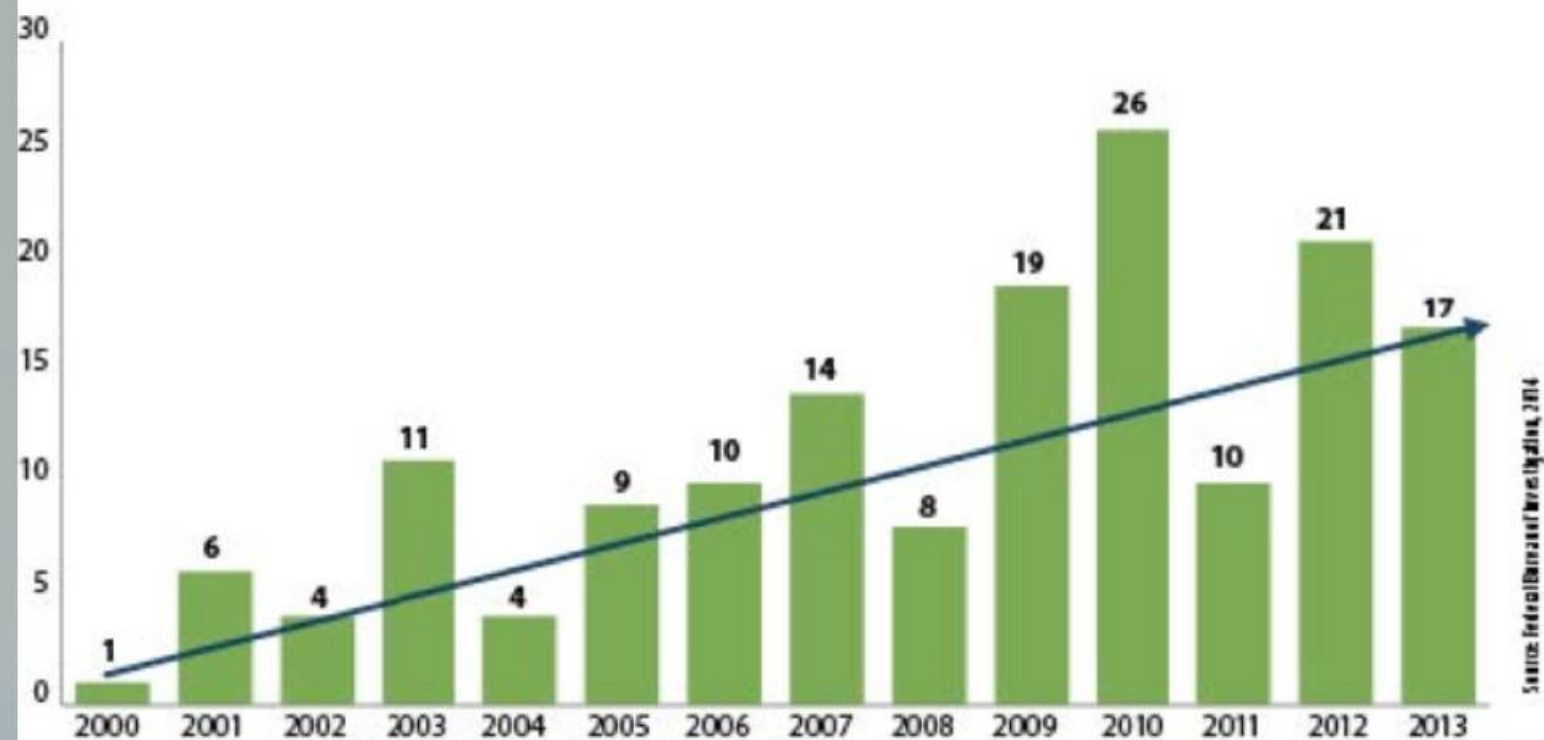
is when the violent actor is an extremist of some sort who believes that violence is necessary, justified or deserved in their radical views.

Hybrid Targeted Violence (HTV).
OSHA's Five Primary
Types of Violence(OSHA, 2014).

Active Shooter Events (ASEs) are highly dynamic, rapidly evolving situations. In 63 incidents closely analyzed by the FBI in which the duration of the event could be determined, 44 were over in five minutes or less and of those 23 ended in two minutes or less.

They happened so quickly that the shooting was over before police arrived. Unlike other violent crimes, the “active” aspect of an ASE inherently implies that both law enforcement personnel and citizens have the potential to affect the outcome of the event based upon their responses. (FBI, 2014)

A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013: Incidents Annually



According to an FBI study, active shooter incidents have increased from 6.4 incidents to 16.4 incidents annually.

<https://www.fbi.gov/about-us/office-of-partnerengagement/active-shooter-incidents/a-study-of-activeshooter-incidents-in-the-u.s.-2000-2013>

Provide Reality-based Training and Resources

Integrated training serves as a “force multiplier” and helps those in the environment better detect and deter all types of violence, including mass violence motivated by a terrorist mindset.

Stopping the Killing

Leaders and planners would do well to remember that “practice does not make perfect; perfect practice makes perfect”, therefore it is critical to prepare people for the real challenges they may face in an ASE.

The moto : “run, hide or fight” is insufficient

It is important to stress that “fight” means:

- Distract: Interrupt the Shooter’s focus;
- Disrupt: Interrupt the Shooter’s momentum or rhythm;
- Disarm: Interrupt the Shooter’s access to weapons.

“A Study of Active Shooter Incidents in the United States between 2000 and 2013” U.S. Department of Justice, Federal Bureau of Investigation. September 2014.

While most ASES involve lone actors, statistically more often using handguns than long guns, several recent events force planners to also consider the possibility of Hybrid Targeted Violence (HTV). HTV is defined as the use of violence, targeting a specific population, using multiple and multifaceted conventional and unconventional weapons and tactics. The HTV attackers often target several locations simultaneously (Frazzano & Snyder, 2014). While HTV attacks are not exactly new, or unheard of in the U.S., intelligence estimates show that international extremist groups are very interested in initiating, supporting and inciting this kind of attack on American soil. There have been several examples of HTV over the past several years, including multi-pronged attacks in Mumbai, the Westgate Mall in Nairobi, Paris, Boston and San Bernardino. Although not as recent, the Beslan School siege is another example of HTV.

HTV attacks differ from the more common Active Shooter incidents and include several complicating factors, including:

- ❑ Well-trained, tactically competent, and willing-to-die perpetrators
- ❑ Multiple operators (attackers) working in small tactical units;
- ❑ Effective internal and external communications/coordination;
- ❑ Purposeful luring of first responders to inflict even more carnage;
- ❑ Use of fire to complicate first-responder operations and cause further damage;
- ❑ Potential use of chemical, biological or radiological agents; and
- ❑ Use of high-powered military type weapons and explosives, including suicide bomb vests.



The 'LONE WOLF' issue...

Anyone who thinks they stand apart from society and defies all which govern its existence has less in common with the lone wolf patriot standing up to dystopic forces of oppression - a myth - and more in common with the disease known as cancer - a harsh reality. [Steven Weber](#)

The tiger and the lion
may be more powerful...

...but the Wolf does not
perform in the circus.

How do we know?



Today the most unpredictable and challenging form of terrorism is one perpetrated by one or two individuals, usually referred to as lone actors or lone wolf terrorists.

A lone-wolf terrorist is one that plans and carries out an attack without assistance or organizational support.

These acts are usually hard to detect and hard to defend against, but not impossible.

Difficult to capture by traditional intelligence techniques.

Tend to do a lot of "Howling." (broadcast intent)

Forums

Blogs

Other Social Media

So all we need are effective methods of filtering through all of this social media on the Internet.

The Internet is that it is huge!

Impossible for analysts to manually search for information and to analyze it

Then all we need to do is automated, right?

This requires vast amounts of computer resources.

The so called hidden or Deep Web.

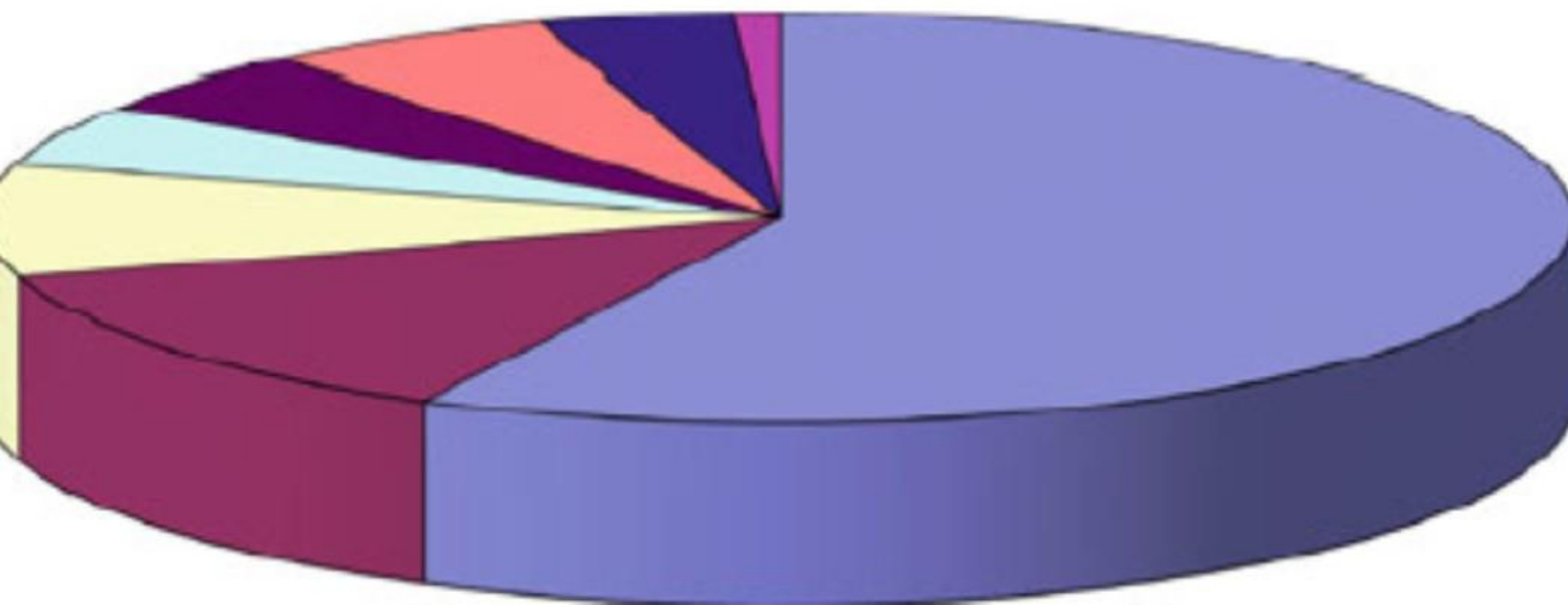
To complicate matters you have the Lone Wolf with no published agenda or ideology, such as Adam Lanza, and others with no published agenda but warnings were discovered after the fact, like James Eagan Holmes.







Selection of their TARGETS



Civilians

Health practitioners

Religious leaders

Other

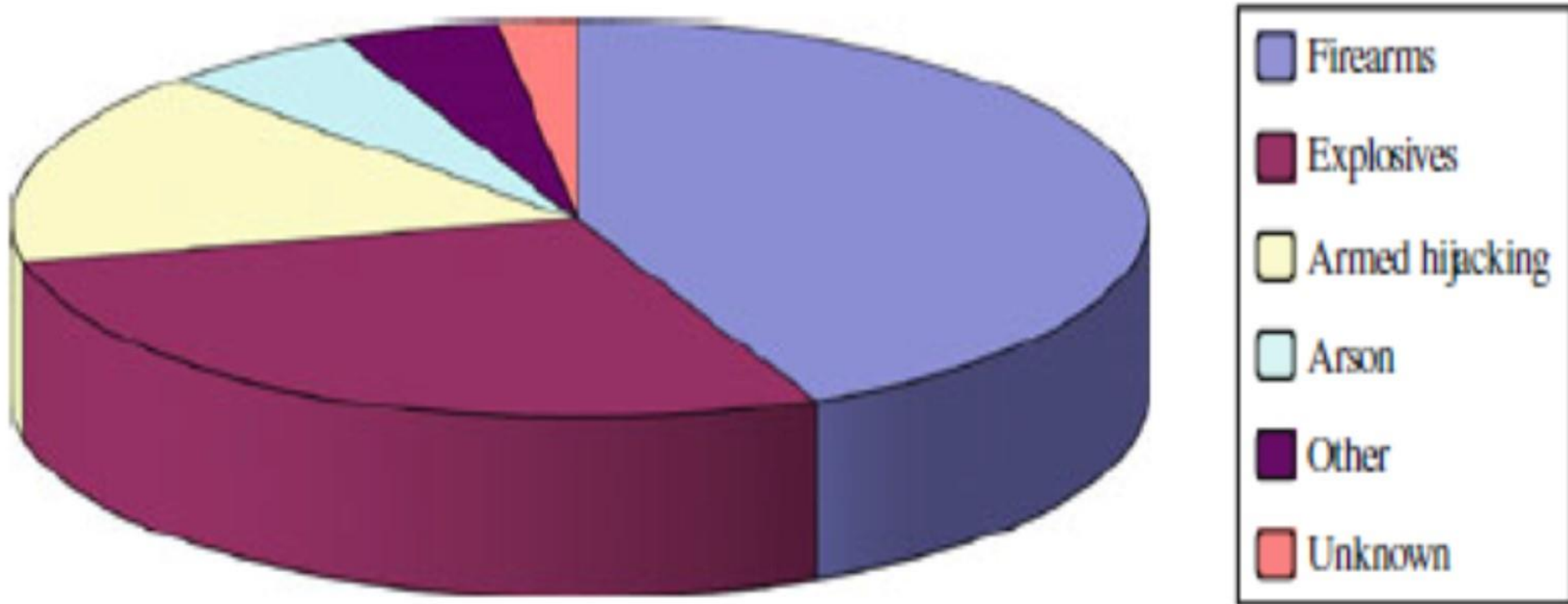
Government officials and politicians

Police and military

Property

Unknown

Weapons selection as per their Modus Operandi



STAY VIGILANT ! STAY SAFE !

Thank YOU