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**International Hotel  
Safety & Security**  
*“Perception versus Reality”*

**HEDNA, December 2005**



- 1. Background on Terrorist Threats**
- 2. Impact on Travelers**
- 3. Non-Terrorist Safety and Security Threats**
- 4. Industry Initiatives**

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AND ASSETS AROUND THE GLOBE.

# Recent Events: Amman, Jordan

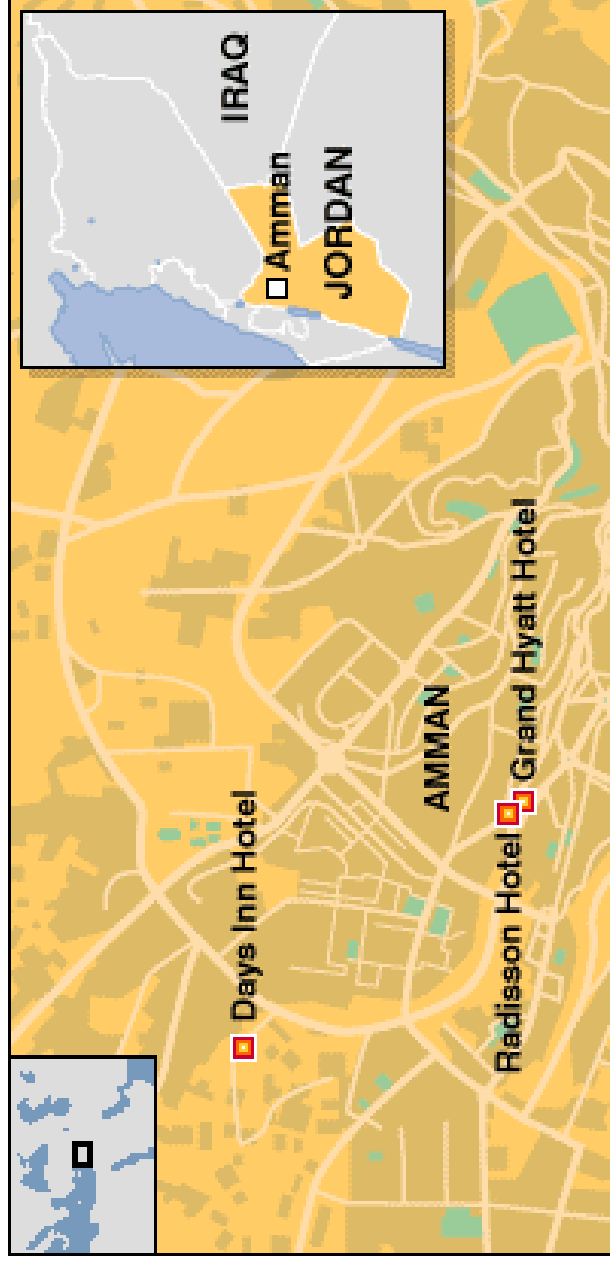
- **3 US Flag**

**Hotels**

- **57 Fatalities**

- **115 Additional**

**Casualties**



***Worst Hotel Terrorist Incident in Four Decades***

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# Terrorist Attacks: Four of the 10 Costliest Incidents



**Egypt – 2005 – Suicide Bombing- 88  
dead**



**Jordan- 2005-Suicide  
Bombing- 57 dead**



**Sudan- 1988-Armed Assault- 8 dead**



**Indonesia- 2003-Suicide  
Bombing- 12 dead**

# Impact of Terrorism

- » **Terrorism is Effective:**
  - » **Creates exaggerated impact on consumer psychology affecting society, economy, and business.**
- » **Terrorism Expected to Persist**
  - » **Travel and tourism remain targets due to “optimal” impact on all of above.**

***Requires thoughtful assessment of risks and mitigation***

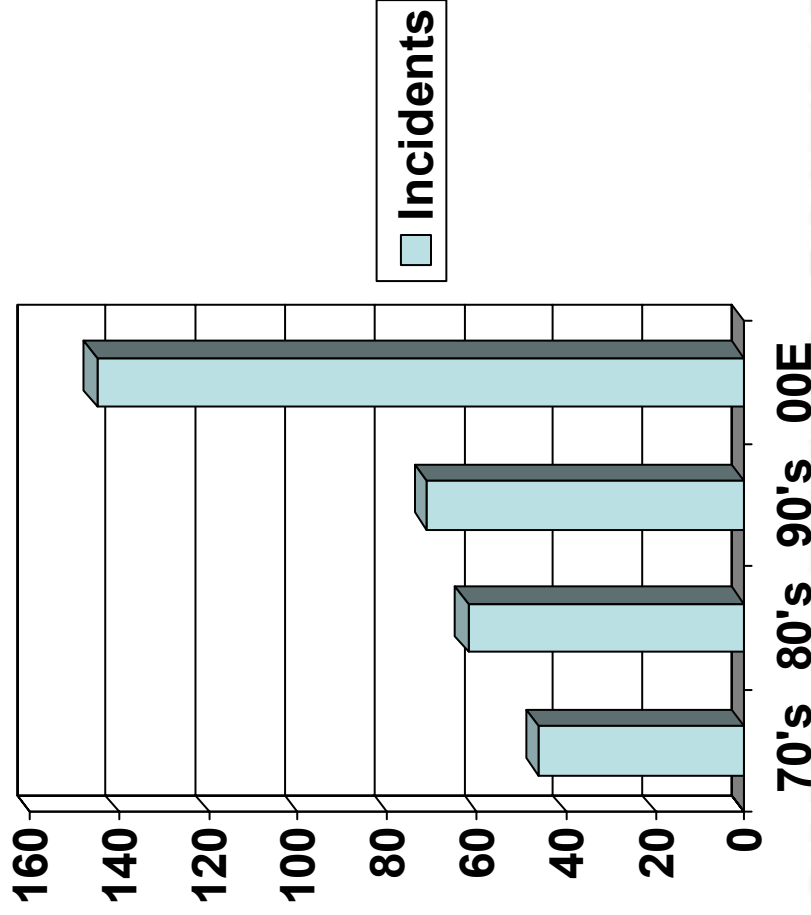
# Trends in Terrorist Attacks on Hotels

» Incidents have grown steadily over 4 decades (Range 42-163)

» 76 Incidents 2000-2005

» 2000-2010 projected to double to 152 based on 2005 data

» Severity/damages have increased as well



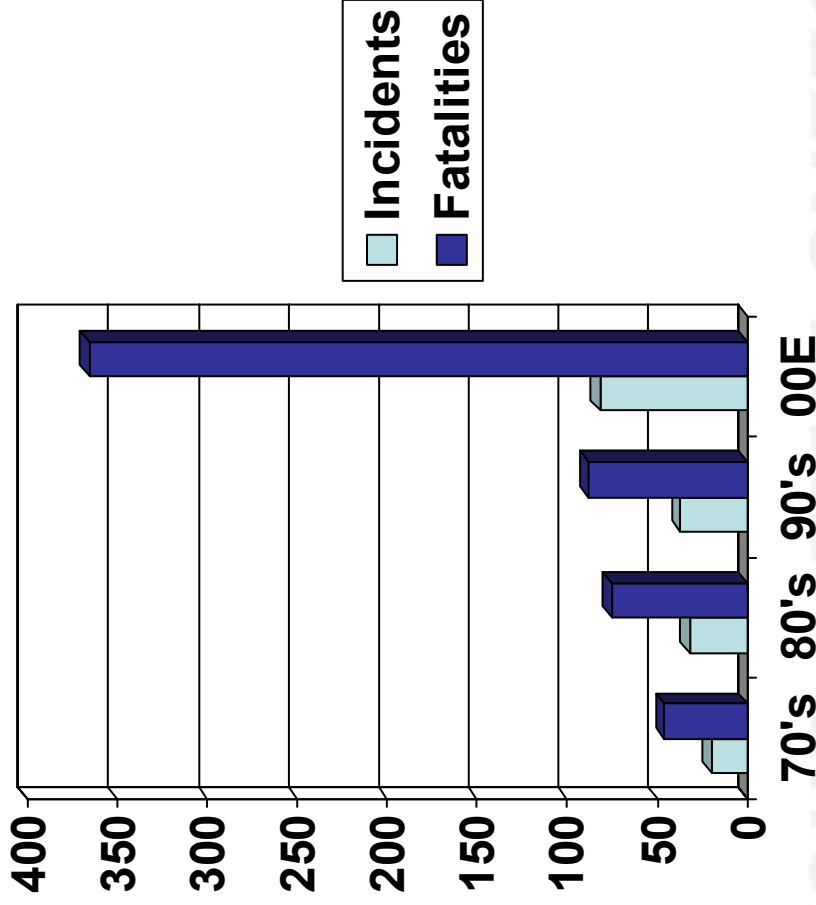
Source: Rand Corporation/Brian Jenkins

# Incidents with Casualties/Fatalities

» Number of incidents with casualties projected to quadruple since 70's

» Number of fatalities projected to increase four fold since 90's

» 2000-2010 Estimate based on 2004 data



Source: Rand Corporation/Brian Jenkins

# Risk Perspective: Impact on Traveler



- » **Average American has 1 in 7,000 chance of dying in a traffic accident**
- » **1 in 17,000 chance of being murdered**
- » **1 in 1,000,000 chance of being killed by a terrorist, however...**

***Psychological Impact of Terrorism Exceeds Actual Risk, Posing Communications Challenge***



# Travelers/Advisors Dilemma

- » **Where to go?**
- » **Where to stay?**
- » **What to do?**



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# Where to go?

**Hotels will remain targets, highest risk...**

- » **Conflict Zones**
  - » **Southern Thailand, Iraq, Afghanistan, Sudan, Israel**
- » **Active Terrorist Campaigns**
  - » **UK, Indonesia, Spain, Philippines, Thailand, Turkey, Pakistan**

***While low overall, terrorist threat more relevant consideration in higher risk destinations***

## Where to stay? (US or non-US brands?)

- » **229 Incidents outside the US – 51 occurred at US brand hotels (22%)**
- » **304 Fatalities among guests – 27 occurred at US brand hotels (28%)**
- » **Local and Nationally-owned hotels are most often targeted**

***Evidence demonstrates slightly greater danger for US branded hotels due to recent targeted attacks***

# What to do?

- 1. Communicate about risks**
  - » **Educate consumers**
  - » **Value added service**
- 2. Support industry data initiatives around hotel security practices**
- 3. Reinforce best practices through industry/trade associations**



# Non-Terrorist Threats More Prevalent



## ***Vs. Terrorism Incident***

- 1. Guest Accident = 55x**
- 2. Theft = 45X**
- 3. Auto accident = 14x**



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Data based on leading hotel chain 2004 incidents



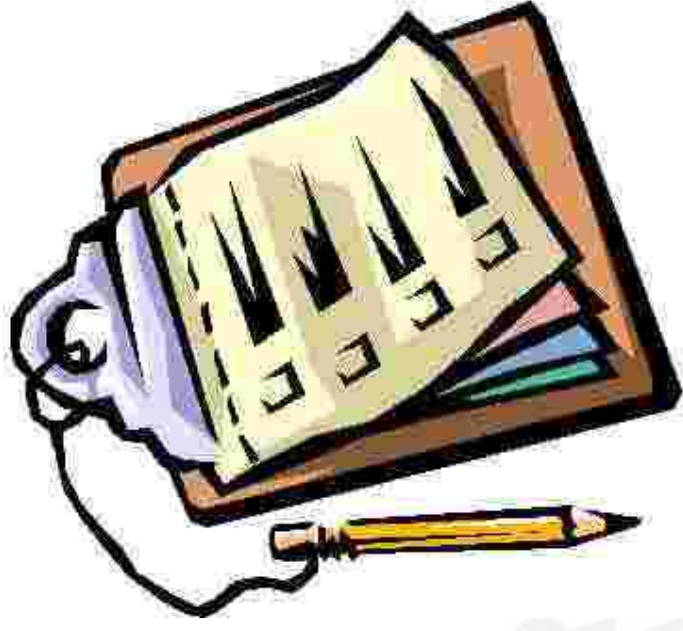
# Fire Safety Practices

- **4,000 Incidents in US annually**
- **Low casualty risk in US due to sprinkler requirements**
- **Sprinklers rare outside of US (EST. <3% of hotels in Europe)**
- **Marriott viewed as global safety leader among major chains by NFPA**



# Hotel Safety/Security: What Works?

- » **Electronic locks + deadbolts**
- » **Surveillance cameras**
- » **On-site security personnel**
- » **Sprinklers**
- » **Fire Alarms**
- » **Access to Exits**
- » **Proactive threat assessments**



# Hotel Safety/Security: What works?

- » **Senior Executive Commitment**
- » **Experienced Security Staff**
- » **Adoption of Best Practices**
- » **Staff Training**
- » **External Audit of Compliance**
- » **Example: Global Threat Assessment Program**
  - » **Intelligence based**

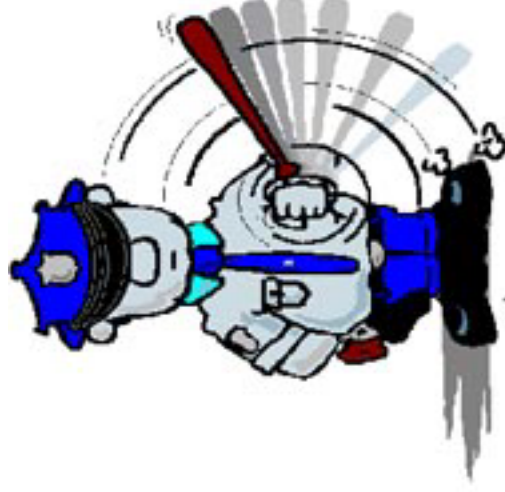
» **Consistent evaluation criteria**

» **24x7 Monitoring**



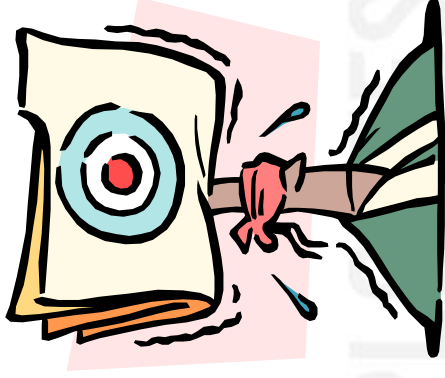
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EMPLOYEES

- » **Who is accountable for global security?**
- » **What is their background?**
- » **Who do they report to?**
- » **Who audits your security practices?**
- » **Do you have a global threat assessment program?**



# Industry Challenges

- » **Objective, reliable data on safety and security practices not readily available**
- » **Liability and confidentiality issues make transparency unlikely**
- » **Requires industry funding of data collection and analysis**
- » **HEDNA/NBTA Initiatives underway, require member support and prioritization**



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## Summary

- » **Terrorism risk low, but psychological and economic impact high**
- » **Safety and security increasingly part of “buy” decision**
- » **Risk communication can mitigate hype and lead to rational decisions**
- » **Industry support needed for data collection around best practices**

