

A Journey From Loss Control to Safety and Resilience: A Risk Manager's Perspective

John Ludlow
SVP Risk Management

Presenters



- John Ludlow, SVP Global Risk Management
- Corporate Risk Management, Hotel Safety and Security and Risk Financing
- Leading Risk Management teams for the last 12 years in branded hotel and restaurant groups
- Held senior Operational roles in the branded hospitality industry giving him over 22 years experience in multi-unit and global hospitality

My Journey into Risk Management

- **Pubs and Restaurants Operator**
 - Management
 - Leadership
 - Multi-unit management
 - Guest focus
 - Branded offers
- **Loss Control – 3000 pubs**
 - Cash and Stock Control
 - Staff cost
 - Food Safety
 - Fire
 - H+S
 - Security
- **Risk Manager – EMEA 600 Hotels**
 - Fire
 - Guest and Staff Safety
 - Food Safety
 - Leisure Safety
 - Hotel Security
- **Global Risk Manager – 4400 hotels + Corporate**
 - Hotel Safety
 - Global Security
 - Risk Training
 - Risk Financing
 - Corporate Risk Management

Our Journey is from Good to Great

IHG Our vision to become **great**
InterContinental Hotels Group

When we have...

Great Brands

Delivered by...

Great People

Who share...

Great Values

- Do the Right Thing
- Show we Care
- Celebrate Difference
- Aim Higher
- Work Better Together

With...

Great Ways of Working

We will become...

One of the world's Great Companies

- Guests love to stay with us
- People love to work here
- Owners love our brands
- Investors love our performance

Our Journey is from Good to Great



Responsible Business

To champion and protect the trusted reputation
of IHG and its brands

Risk Management

One team working together to make and keep the
business safe, resilient and fulfilling

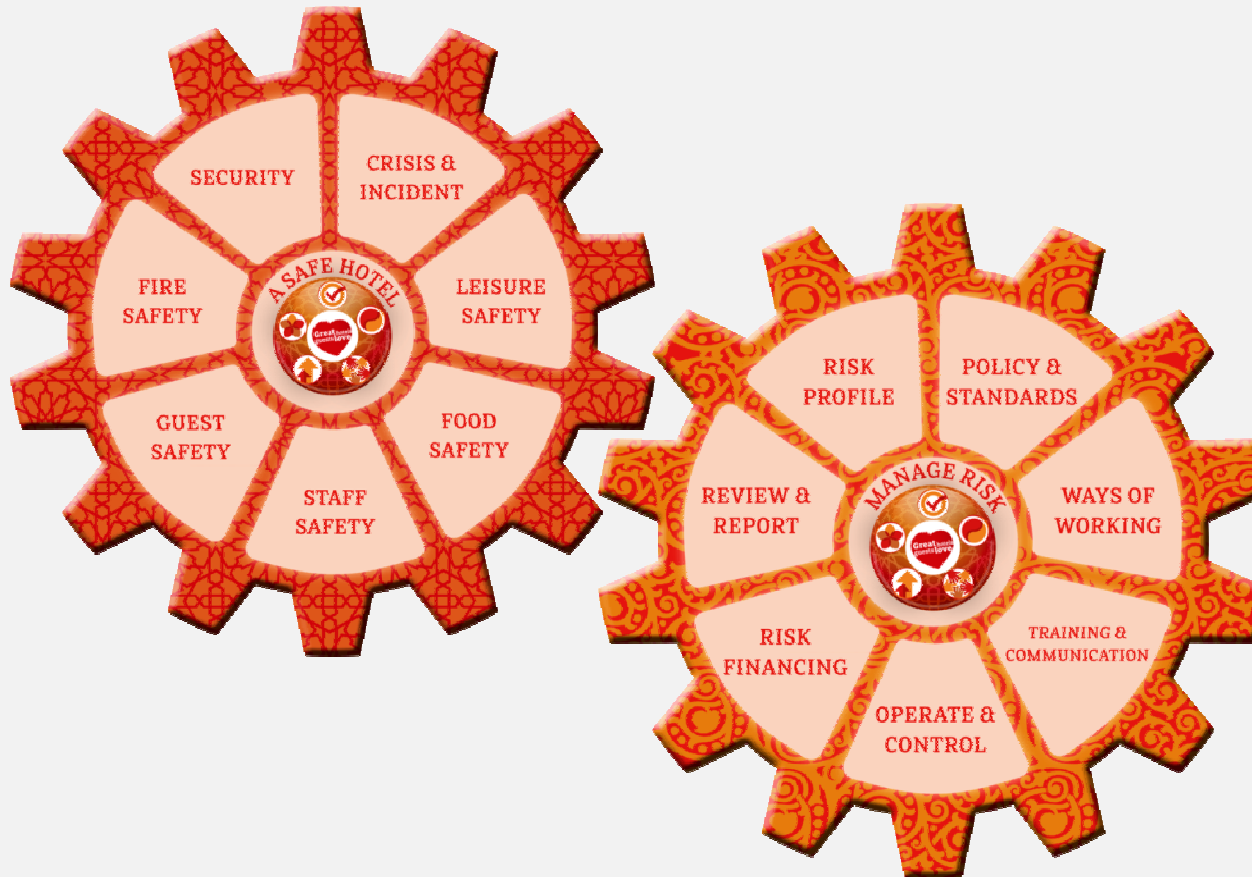


We Started by Managing Safety across 4,400 Hotels

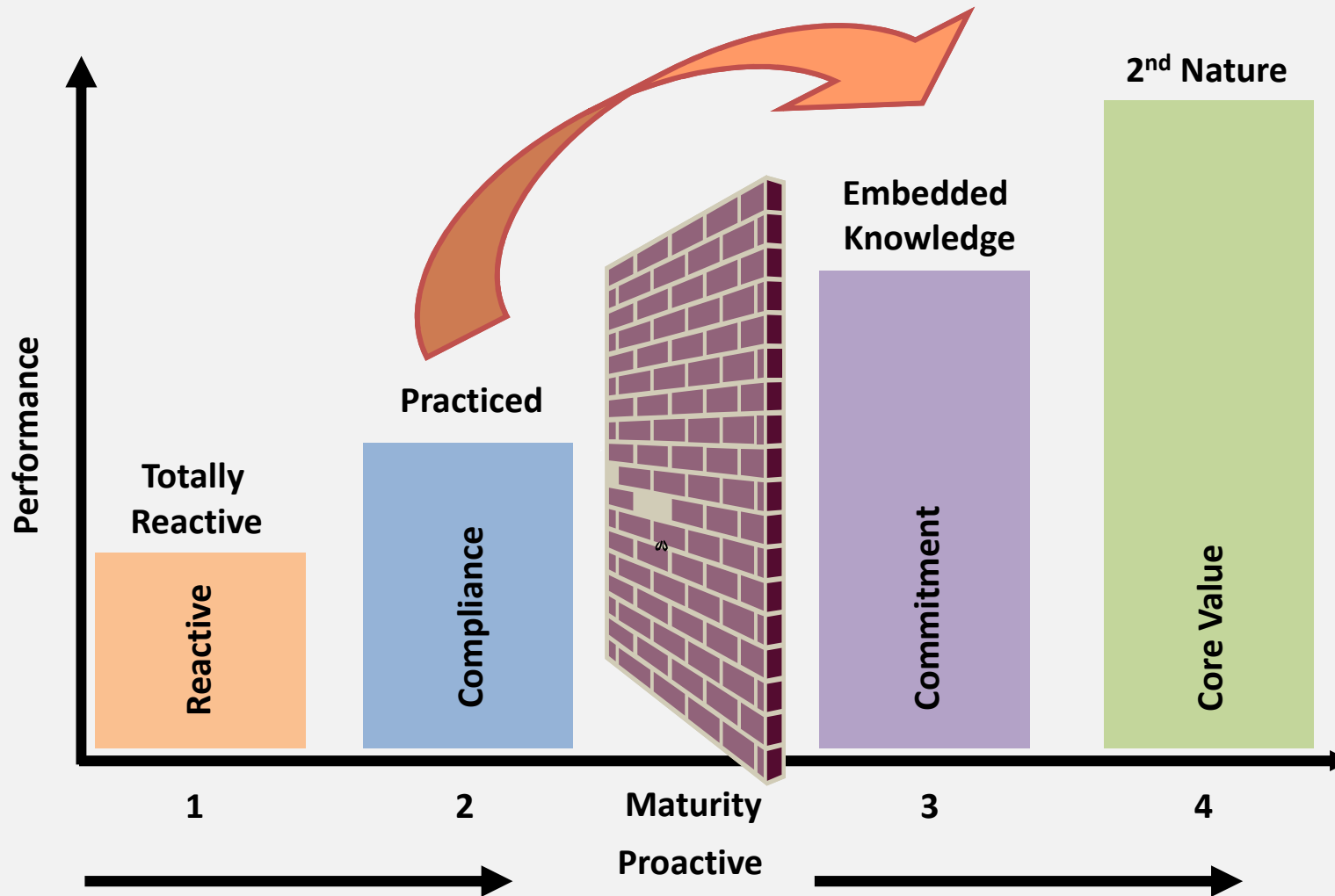
HOSPITALITYLAWYER.COM PRESENTS
THE GLOBAL CONGRESS
ON LEGAL, SAFETY & SECURITY
SOLUTIONS IN TRAVEL
AUGUST 25-28, 2011 HOUSTON



Safe Hotel & Manage Risk

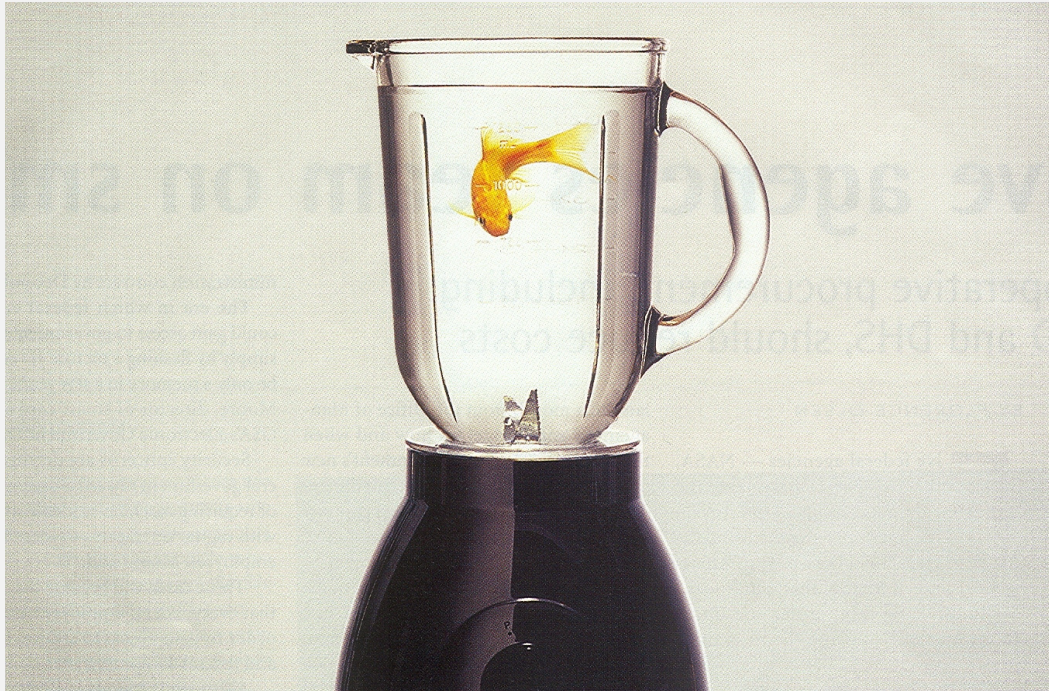


Enabling, Empowering and Embedding a New Culture



Events Shaped Our Journey

In a turbulent environment...



“...anytime you are not in a crisis, you are in a pre-crisis”



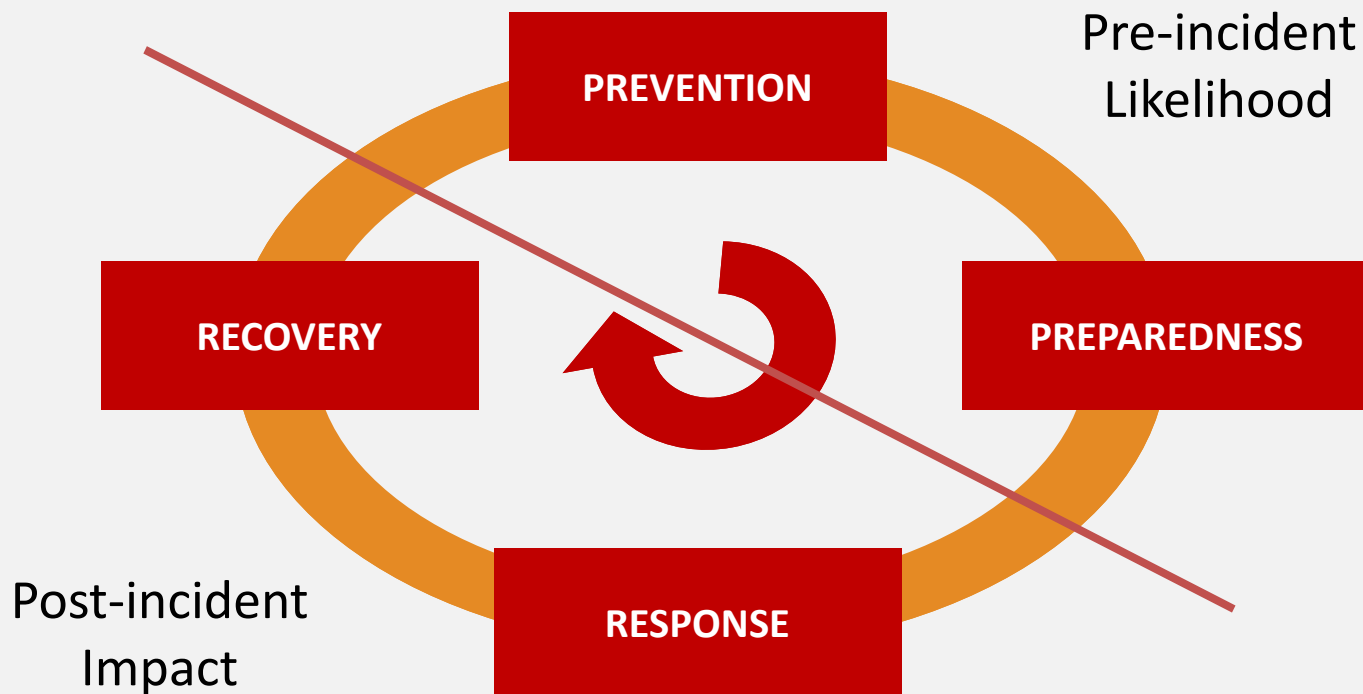








Four Stages of a Crisis



Enter your email

Sign up

+ Save Crowne Plaza Christchurch

✉ E-mail this page

▼ advertisement

AIR NEW ZEALAND

NEW ZEALAND

FROM \$998*

BOOK NOW

Sort by [Date ▼][Rating]

English first

“ Fantastic staff in an emergency ”

Crowne Plaza Christchurch



suzynelson 1 contribution Nelson, New Zealand

Save Review

6 Sep 2010 | Trip type: Business NEW

My mother and I were staying on the 9th floor when the Christchurch earthquake struck. Although it was terrifying to be in an earthquake that big 9 floors up nothing in the room fell off shelves or broke - it was only when we evacuated outside that we realised how lucky we had been to be in a hotel built to meet modern earthquake standards. Other older buildings had collapsed further along the street. The staff were great - calm and efficient when evacuating people and supplying anyone in dressing gowns with extra blankets to keep warm while we were outside. We were kept well informed and everyone was calm. Thank you!

Date of stay September 2010

Visit was for Business

Travelled with Other

Age group 35-49

Member since yesterday

Would you recommend this hotel to a friend? Yes

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC

Was this review helpful? Yes

View profile | Send message | Compliment reviewer

Report problem with review

Crowne Plaza Christ worldwide

ThomasCook.com

Crowne Plaza Christ Here

CrownePlaza.com Pe Lowest Internet Rate G

Crowne Plaza Christ rates

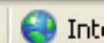
ebookers.com The be Tailor-make your holiday

Crowne Plaza Christ guaranteed!

Hotels.com Book one world's most popular hc

View all 541 Christch

Replay FROM £580 PENANG / LANGKAW KUALA LUMPUR

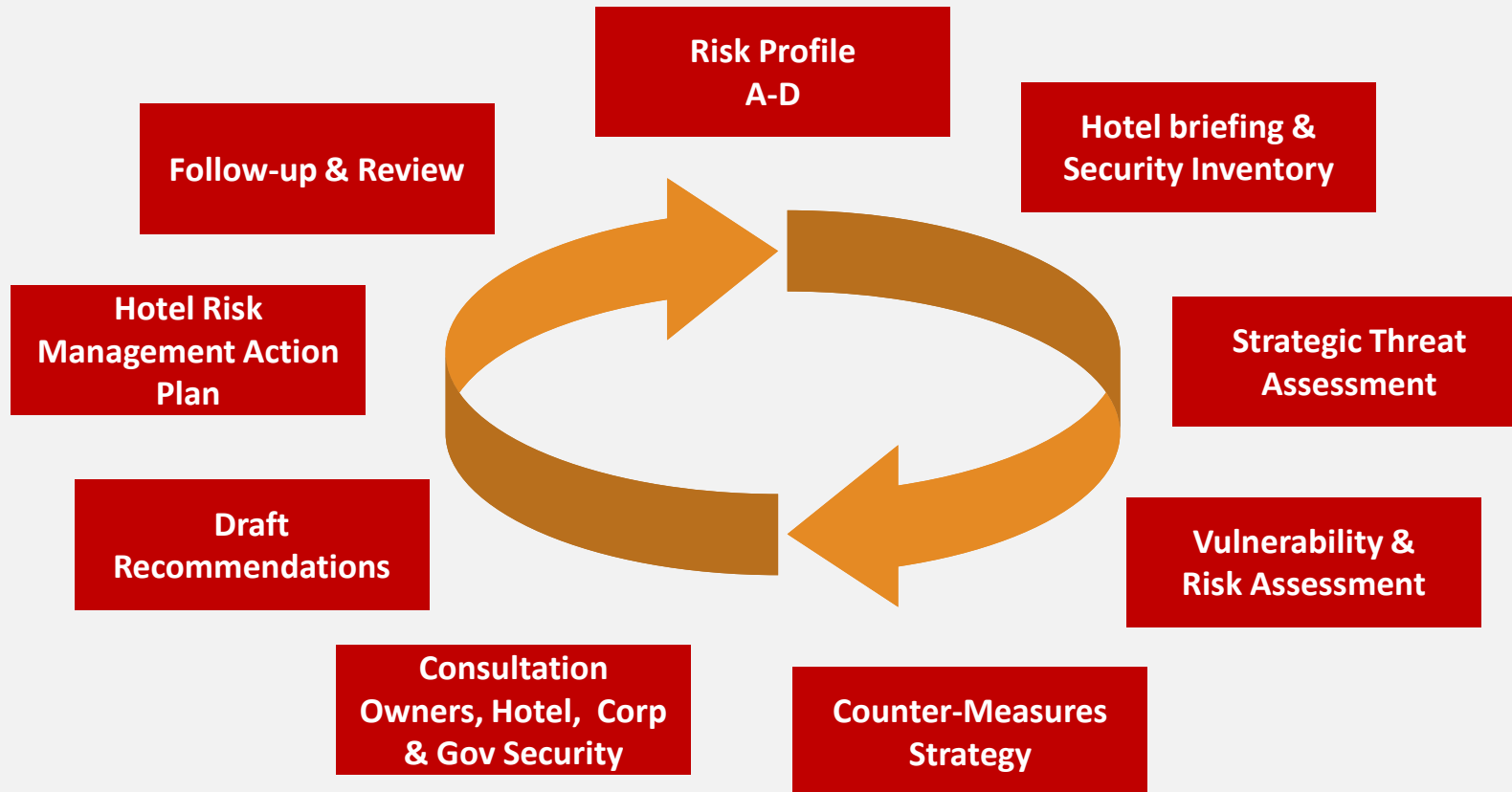


Security Risk Model

Intention + Capability = Threat

- **Intelligence led and threat based**
 - Security alert states
 - Proportionate countermeasures and responses
- **Development of an informed security culture based on understanding and support**
 - Security Manager certification programme
 - Security Manager networks
- **Concept of defence**
 - Systematic approach - People, Procedures & Technology
 - External collection of intelligence
 - Local knowledge and surveillance
 - Site perimeter, Hotel perimeter, Internal security

Threat and Vulnerability Method



Never Forget - Security is about People!

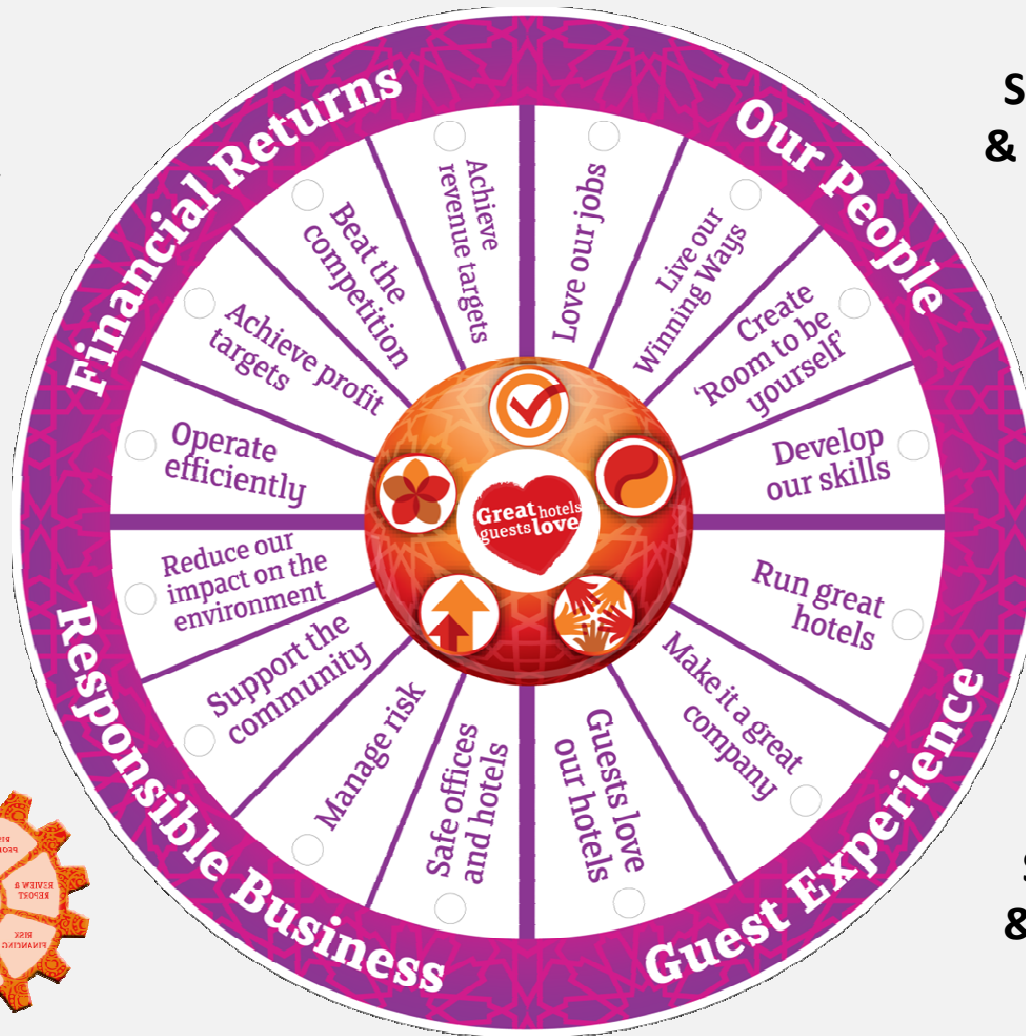
HOSPITALITYLAWYER.COM PRESENTS
THE GLOBAL CONGRESS
ON LEGAL, SAFETY & SECURITY
SOLUTIONS IN TRAVEL
AUGUST 25-28, 2011 HOUSTON



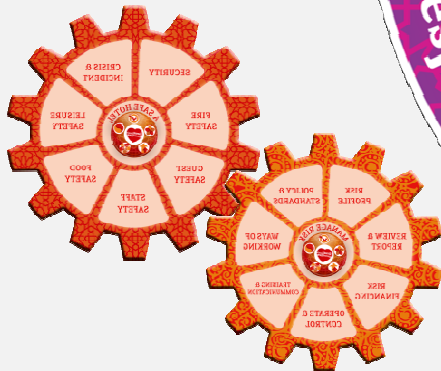
We Became Embedded

Support & Delivery

Support & Delivery



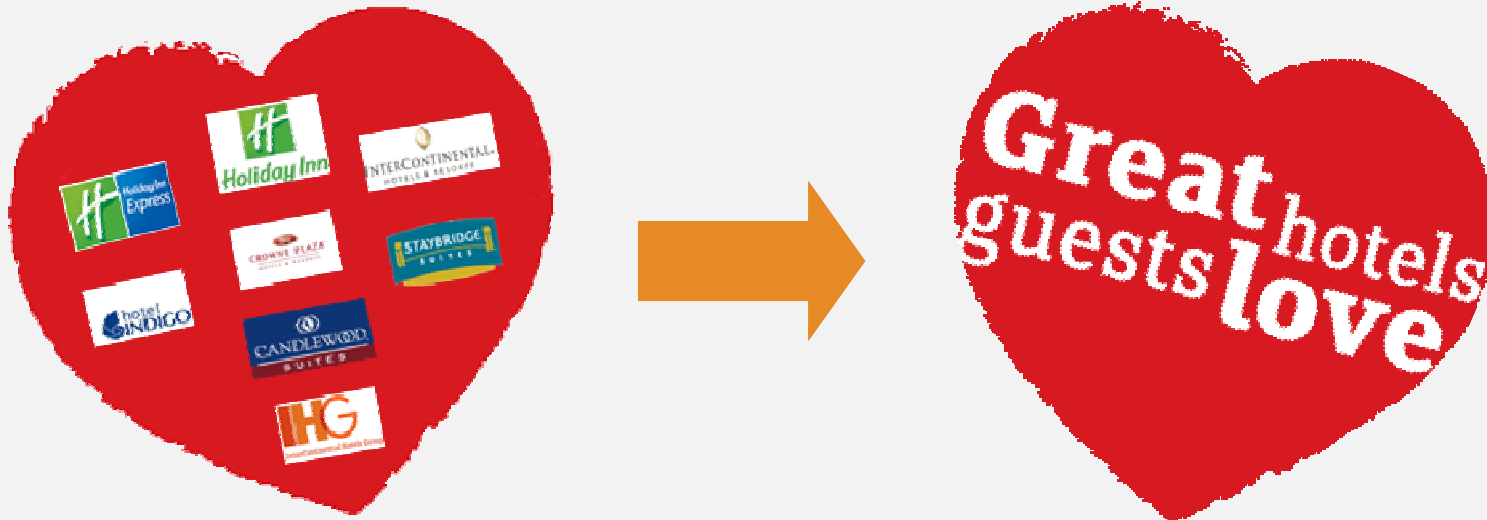
Leadership



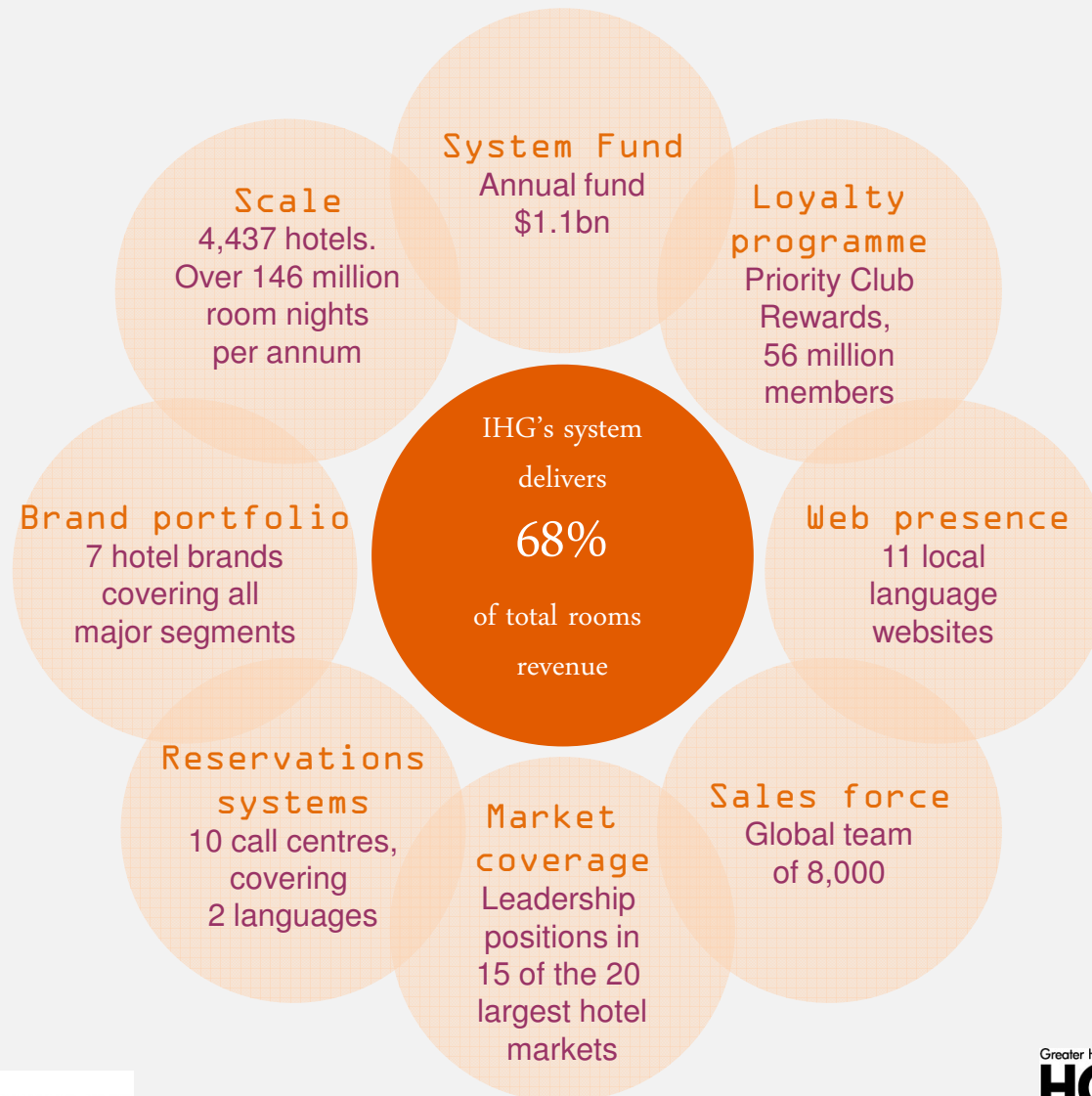
Support & Delivery

IHG Also Changed... We Became BrandHearted

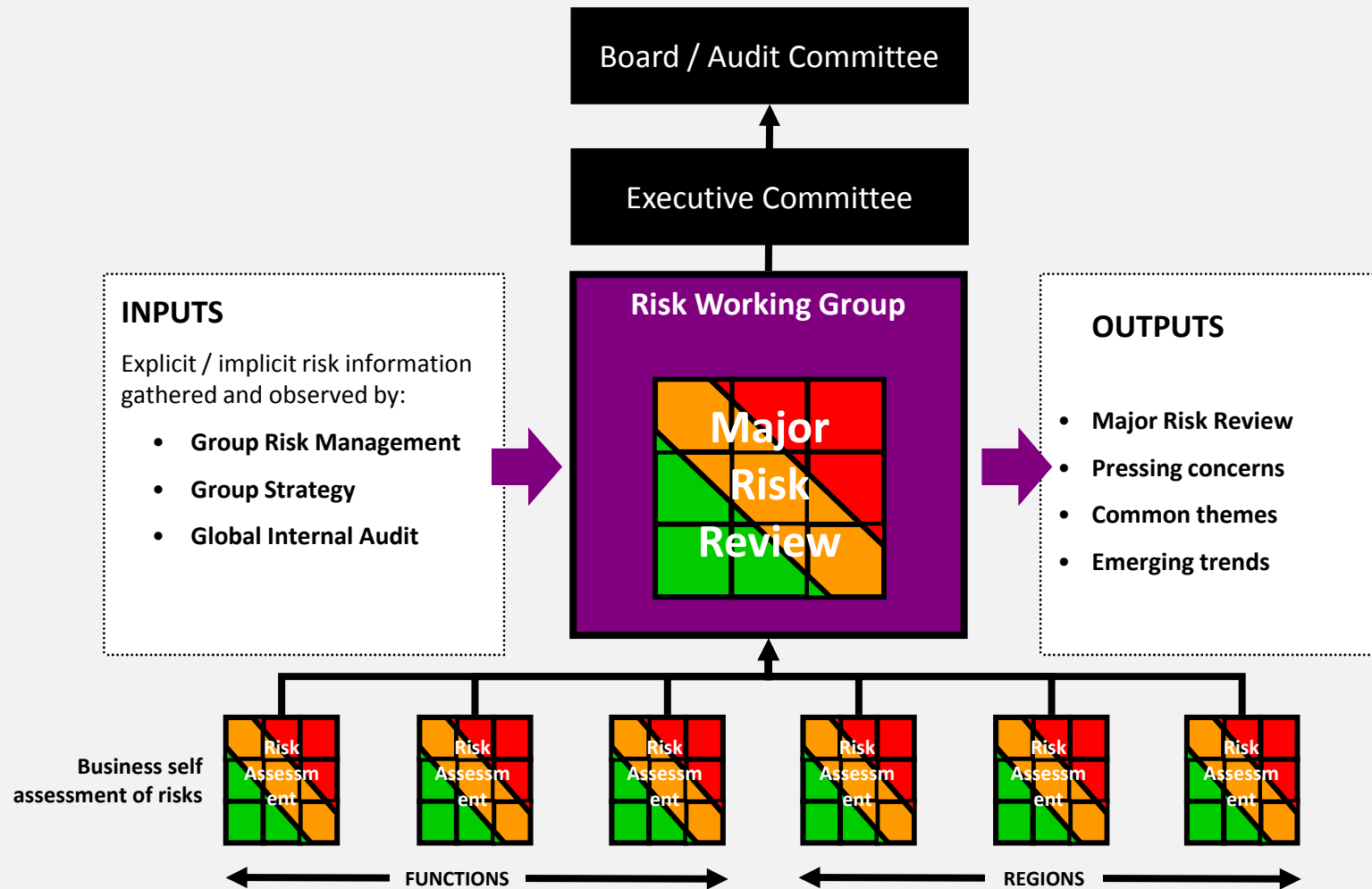
**We put the brands at our heart to deliver
Great Hotels Guests Love**



We Engaged with Corporate Functions



Managing Major Risks across IHG

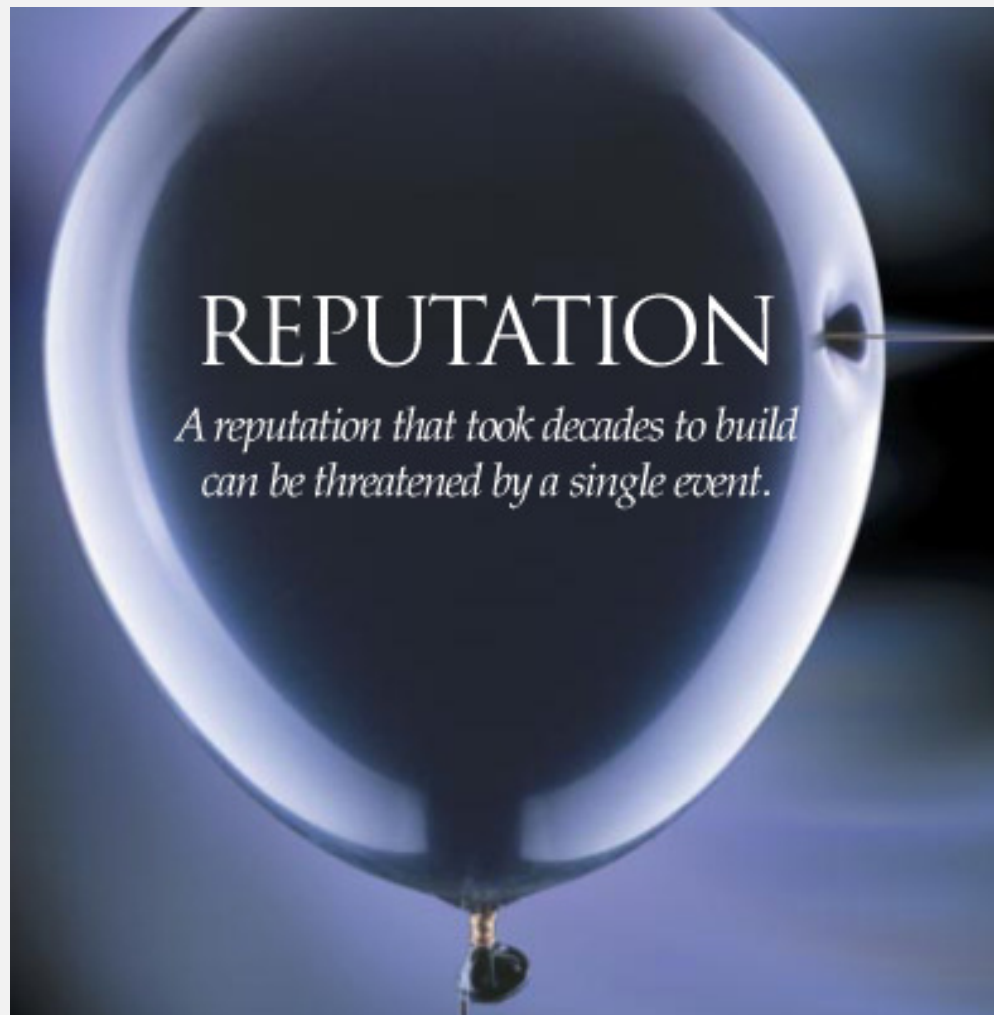


Events dear boy events!

HOSPITALITYLAWYER.COM PRESENTS
2011 THE GLOBAL CONGRESS
ON LEGAL, SAFETY & SECURITY
SOLUTIONS IN TRAVEL
AUGUST 25-28, 2011 HOUSTON



We Know...



A Good Reputation Matters

- 7x more likely to have consumers buy products and services at a premium price
- 5x more likely to have their stock recommended
- 4x more likely to be recommended as a good place to work
- 3x more likely to be recommended as a good joint venture partner
- 1.5x more likely to receive the benefit of the doubt

Business Reputation and Responsibility

Global Risk Management

Legal / Governance

Corporate Responsibility

Company Secretariat

Global Internal Audit

**Championing the trusted reputation of
IHG and our brands**

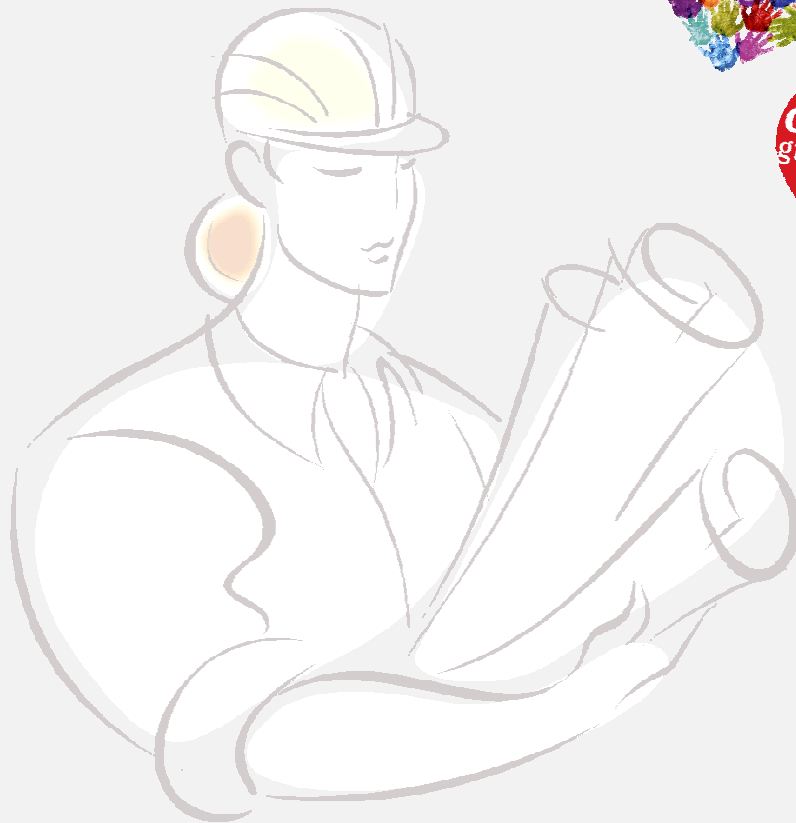
Working Together to Create Great Hotels Guests Love

HOSPITALITYLAWYER.COM PRESENTS
2011 THE GLOBAL CONGRESS
ON LEGAL, SAFETY & SECURITY SOLUTIONS IN TRAVEL
AUGUST 25-28, 2011 HOUSTON



Together We Share Learn and Grow

HOSPITALITYLAWYER.COM PRESENTS
2011 THE GLOBAL CONGRESS
ON LEGAL, SAFETY & SECURITY SOLUTIONS IN TRAVEL
AUGUST 25-28, 2011 HOUSTON



THANK YOU

