

A pineapple with its green crown sits in a field of vibrant green grass. The background is a clear blue sky with soft, white clouds. The entire scene is framed by a semi-transparent white banner that contains the conference title and dates.

# THE HOSPITALITY LAW CONFERENCE

April 24 - 26, 2017 • Houston, Texas

# Hotel Foresight: A Hotel Terrorist Attack Playbook data from 2010

2017 HOSPITALITY  
LAW CONFERENCE

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APRIL 24 - 26



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# Hotel Foresight: A Hotel Terrorist Attack Playbook data from 2010

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- Threat “math”
- Big picture attack data, 2010
- Tactical picture attack data, 2010

Main idea: to understand how and why belligerents attack hotels;  
then take action



# Threat: terrorism\* impact “math”

(\*political violence & hi-order criminal violence included)

Terrorism X Hotel = reduced ROI



- Casualties
- Physical damages
- Repairs/renovations
- Lawsuits
- Insurance
- Brand/social media damage
- Lost business
- “Care funds”



# Threat: Terrorism impact on hotels

Example,  
November 2008  
Mumbai attacks  
(excluding Oberoi hotel)



- \$28.4 million, repairs/etc.
- approx. \$29 million, insurance, lost business, etc.



- aprox. \$80,000, repairs/etc.



# Threat: Terrorism\* protection “math”

(\*political violence & hi-order criminal violence included)

Protective intelligence X Hotel = *better protected ROI\**



New and superior  
standard of compliance

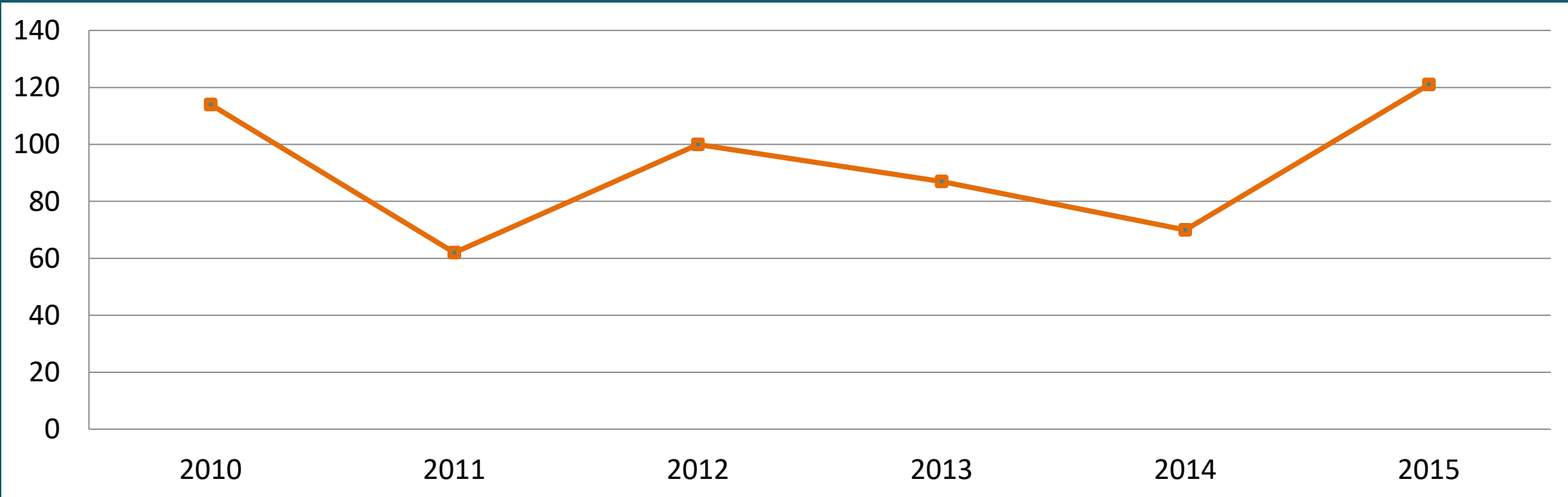
## \*Better protected ROI ACTIONS

- Improve security across an entire hotel chain
- Upgrade liabilities policies
- Calculate underwriting risks
- Write precise insurance policies
- Hone hotel development strategies/projections
- PR and crisis mgmt plans
- Justify security cost increases



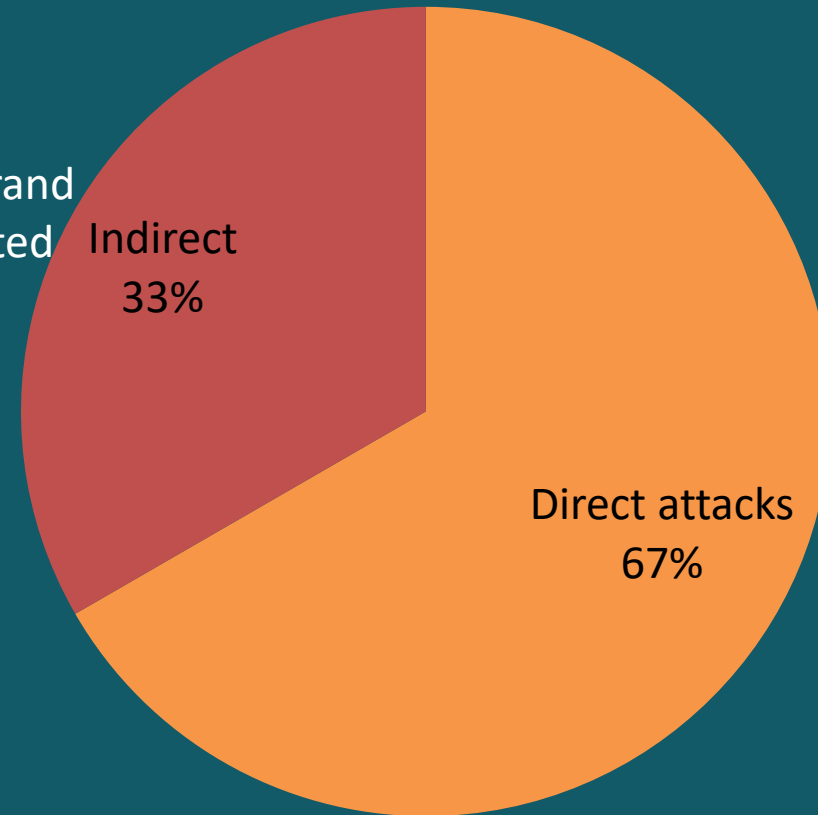


# 6-Year hotel attack timeline



# 2010, Direct vs. indirect hotel attacks

Near the property/building, brand and/or guests impacted



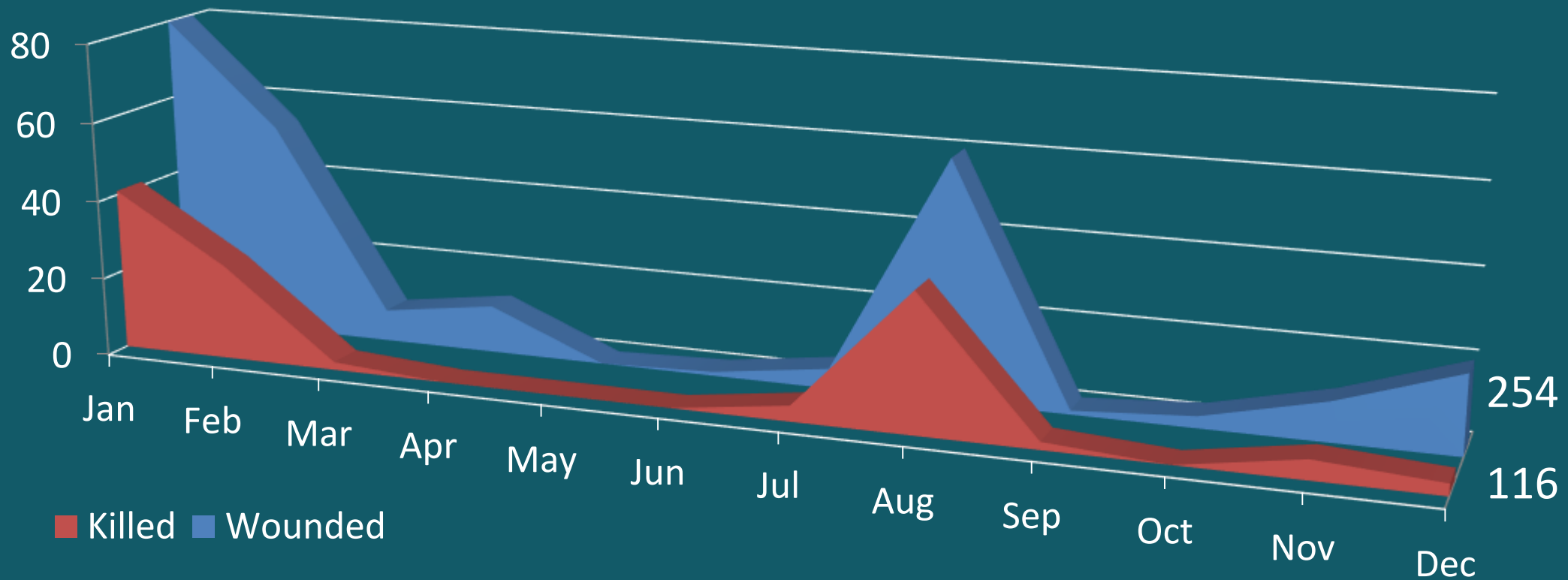
On the property, in the building

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# 2010 Hotel attack casualty rates

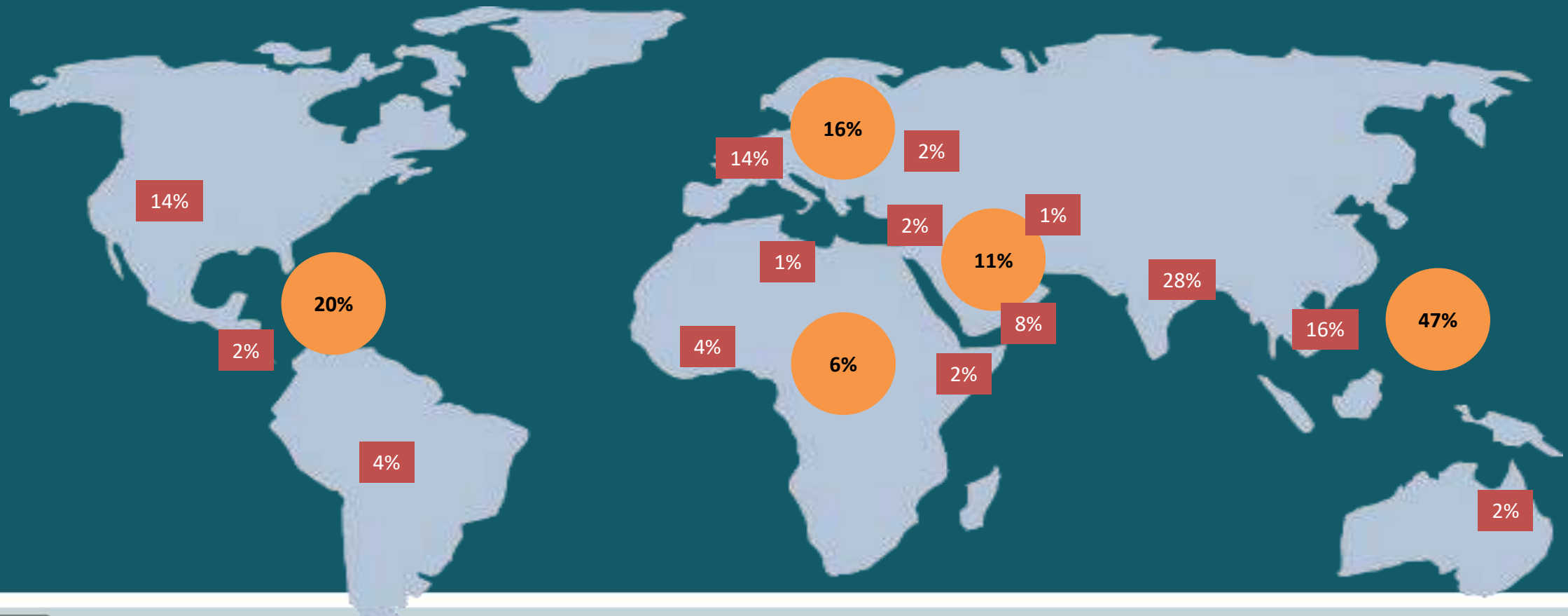
(direct attacks)



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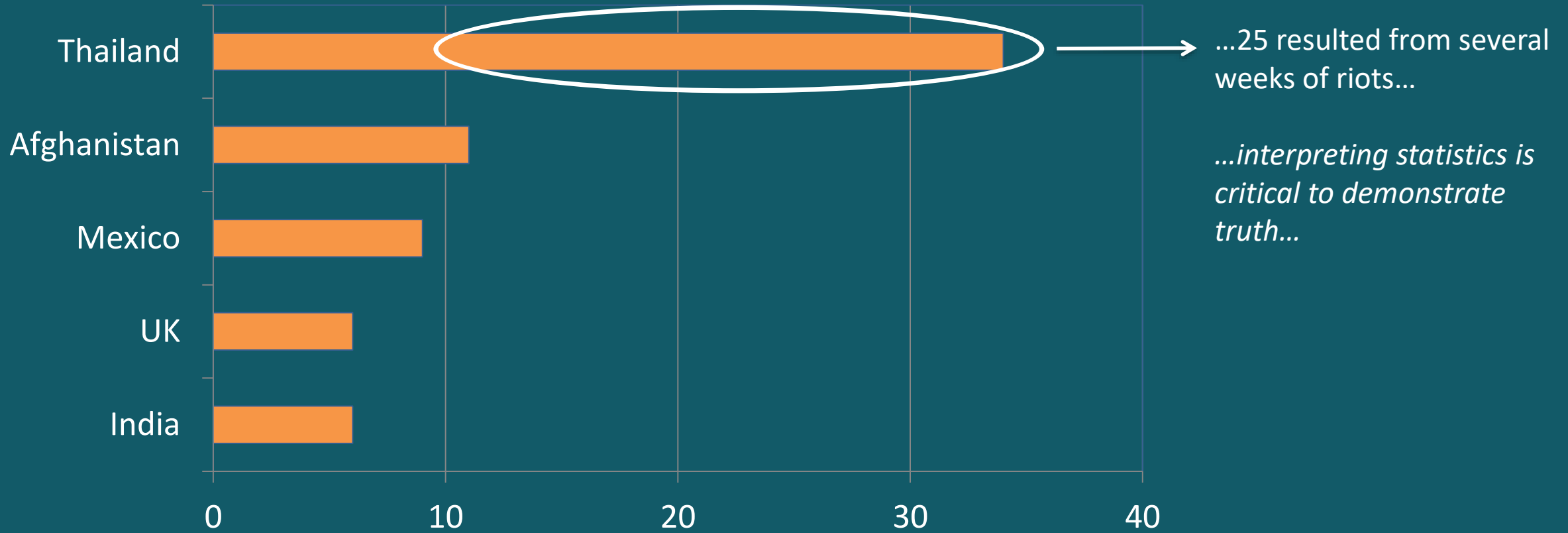
# 2010, Attack geography



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# 2010, Top 5 hotel attack countries



Iraq  
Pakistan  
Greece  
Nigeria  
Indonesia  
Nicaragua  
Philippines  
Russia

USA  
Yemen  
Australia  
Brazil  
Burundi  
Canada  
Chile, Easter Island  
Colombia

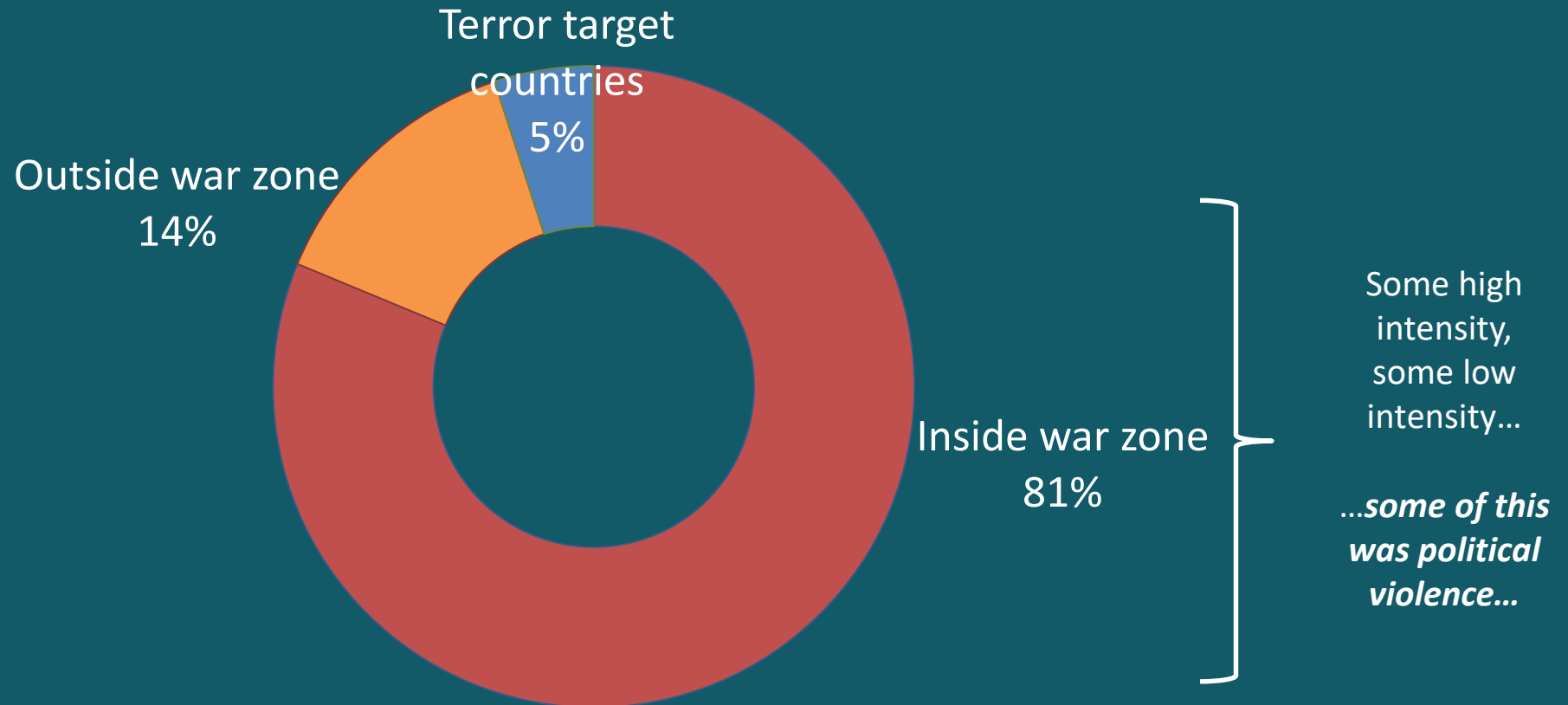
Denmark  
Egypt  
Denmark  
Egypt  
Germany  
Ivory Coast  
Jordan  
Kyrgyzstan

Myanmar  
Nepal  
New Zealand  
Palestine  
Somalia  
Sri Lanka  
UAE

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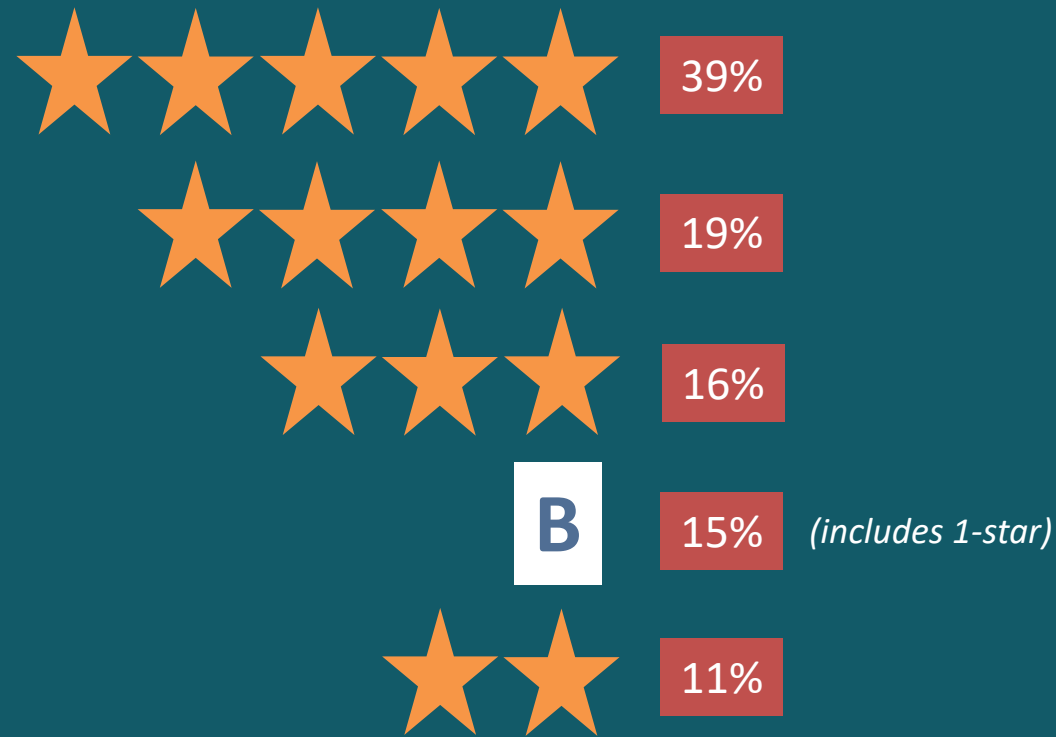
# 2010 Hotel attacks: in war zones or not?



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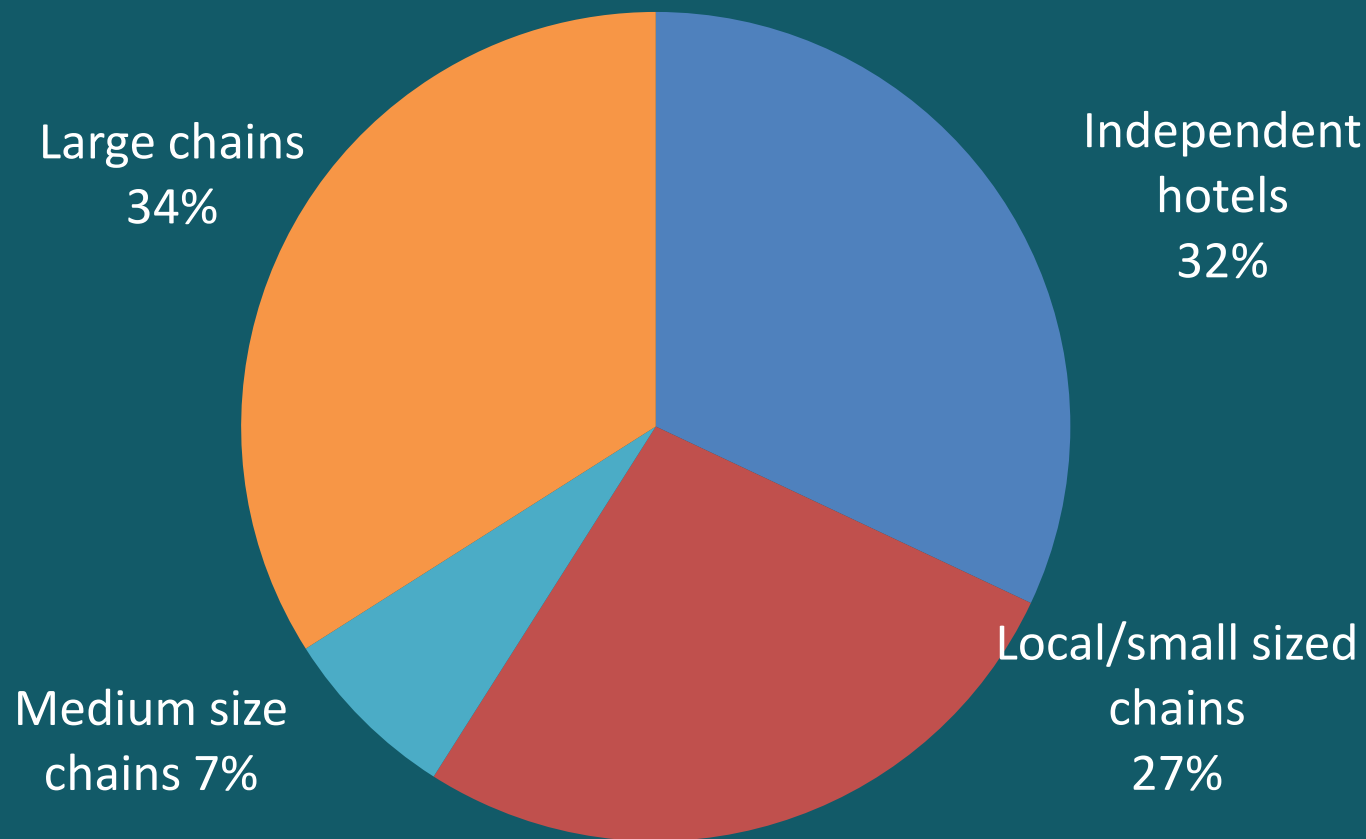
# 2010, Hotels attacks by star rating



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# 2010, Hotels attacked by size of enterprise



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# 2010, Major chains attacked

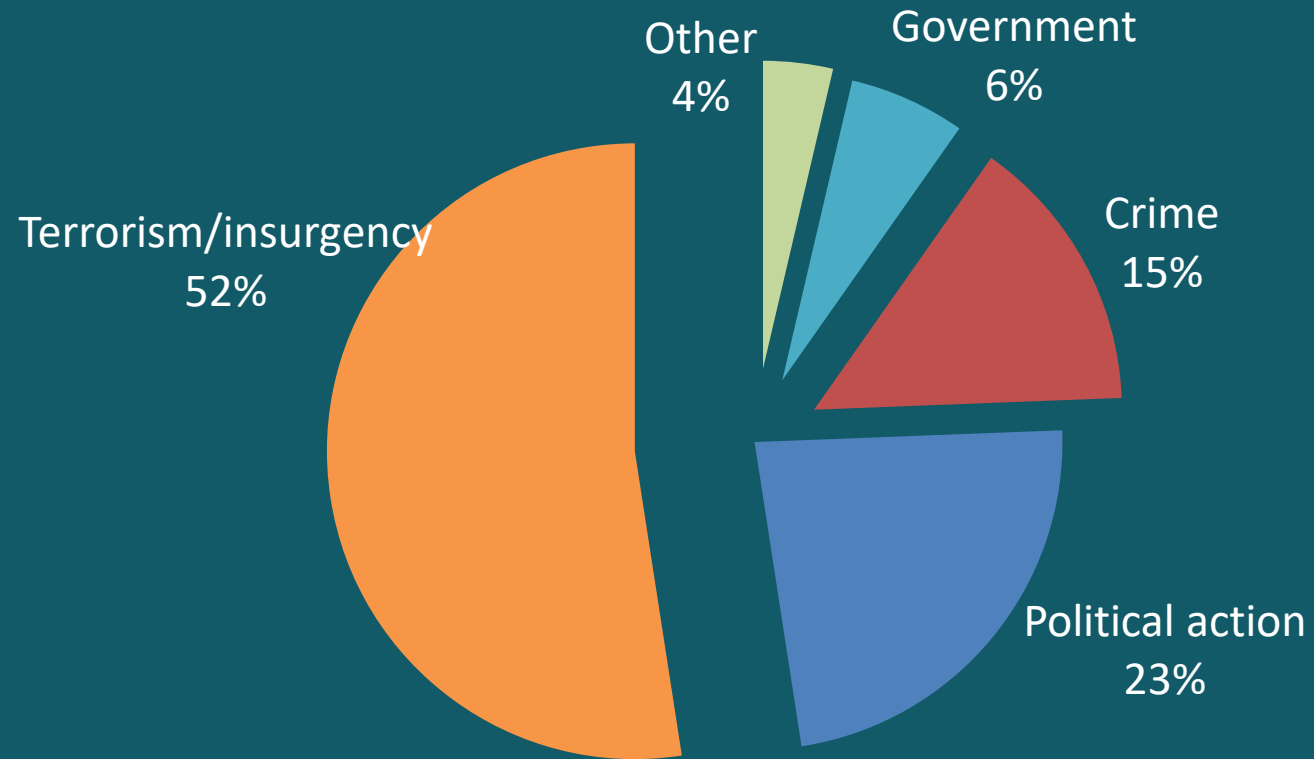


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# 2010, Types of attack groups

*(what kinds of organizations are attacking hotels?)*

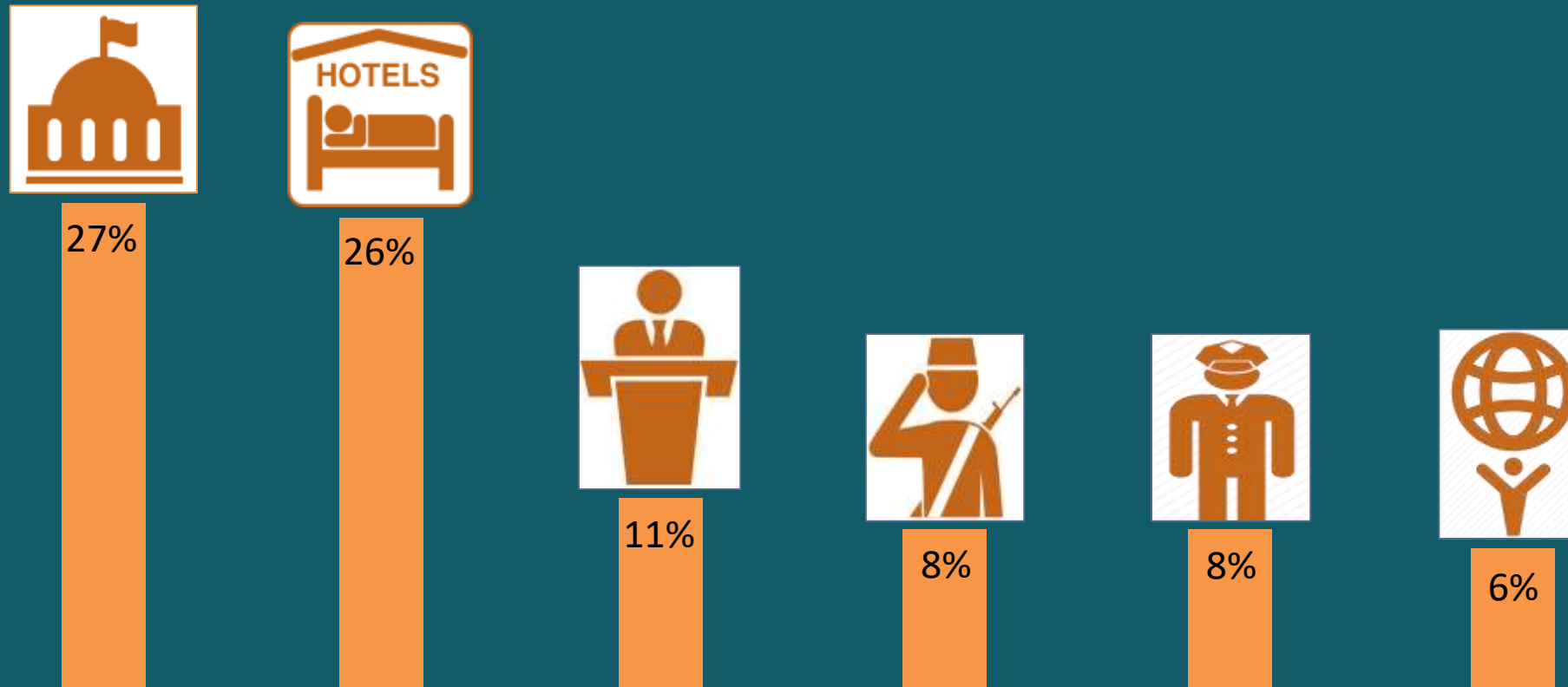


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# 2010, Top 6 hotel attack targets

*(who or what were the attackers going after?)*



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# 2010, 2 “popular” hotel attack tactics

*(21 different types of tactics were identified over a 6-year period)*



- 25 Jan, Cristal Grand Ishtar & Babel (Babylon Warwick Hotel,) Baghdad, Iraq
- 21 Feb, Hotel Panorama (or Panorama Balas,) Cairo, Egypt
- 5 Oct, Bank and the Ramada Da Vincis Hotel (name since changed,) Londonderry, NI, UK

- 26 Mar, Oval Hotel, Surabaya, Indonesia
- 22 Apr, Holiday Inn, Monterrey, Mexico
- 24 Aug, Hotel Muna, Mogadishu, Somalia

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# 2010, Top 3 bomb placement locations

Edge of hotel grounds  
38%



In hotel parking  
10%



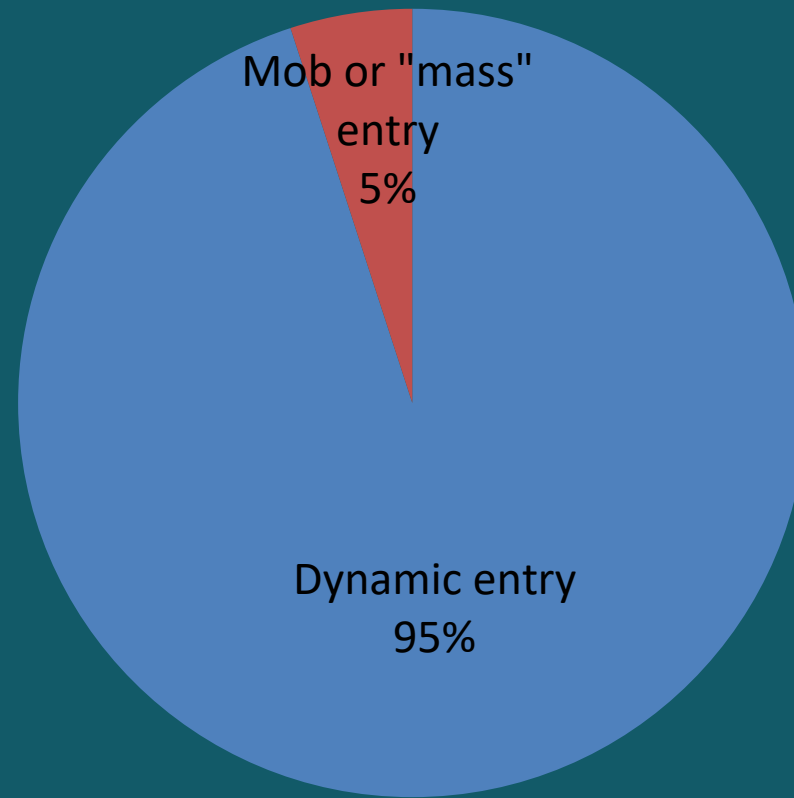
Inside hotel  
38%



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# 2010, Raid entry tactics



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# 2010, Top 3 raid weapons/weapons sets used



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# 2010, Top 3 hotel raid formation sizes

*(how many people were in the attack group?)*



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# Questions?

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