



2017 HOSPITALITY LAW CONFERENCE

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

High



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

High



- \$35 - \$45 million, repairs/etc.
- > \$40 million lost business
- > \$14 million, insurance

Low



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

Threat: Terrorism* protection “math”
(*political violence & hi-order criminal violence included)

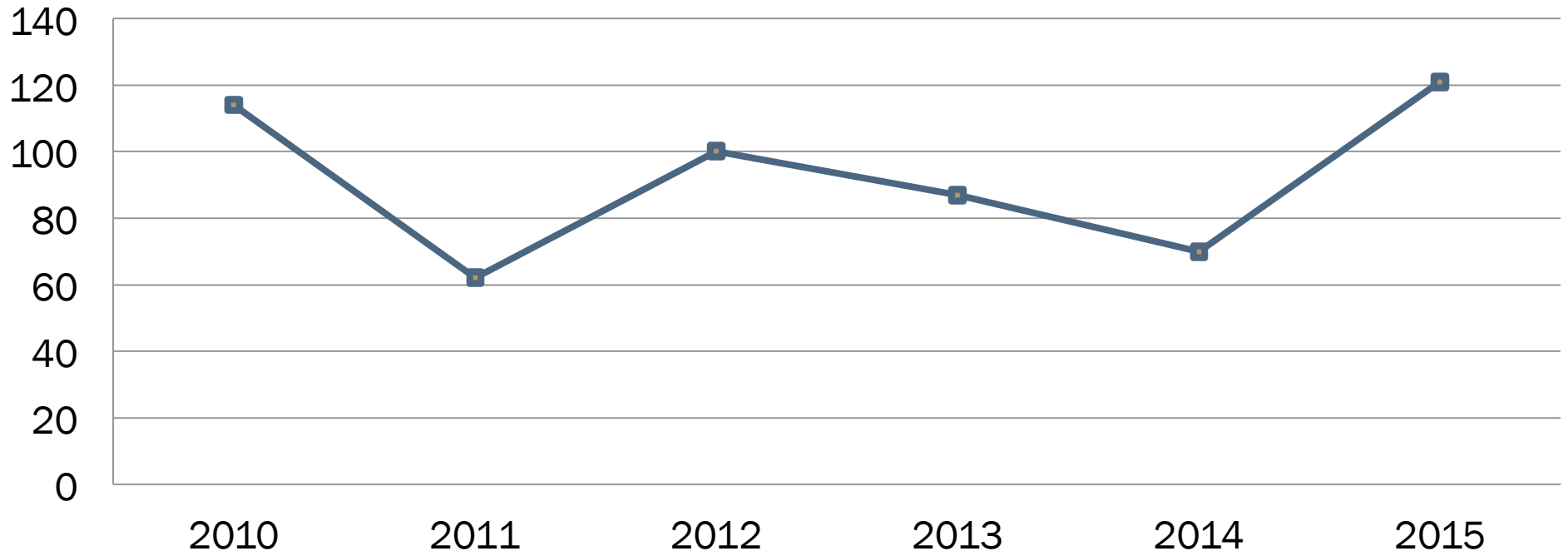
Protective intelligence X Hotel = better protected ROI*

New and superior
standard of compliance

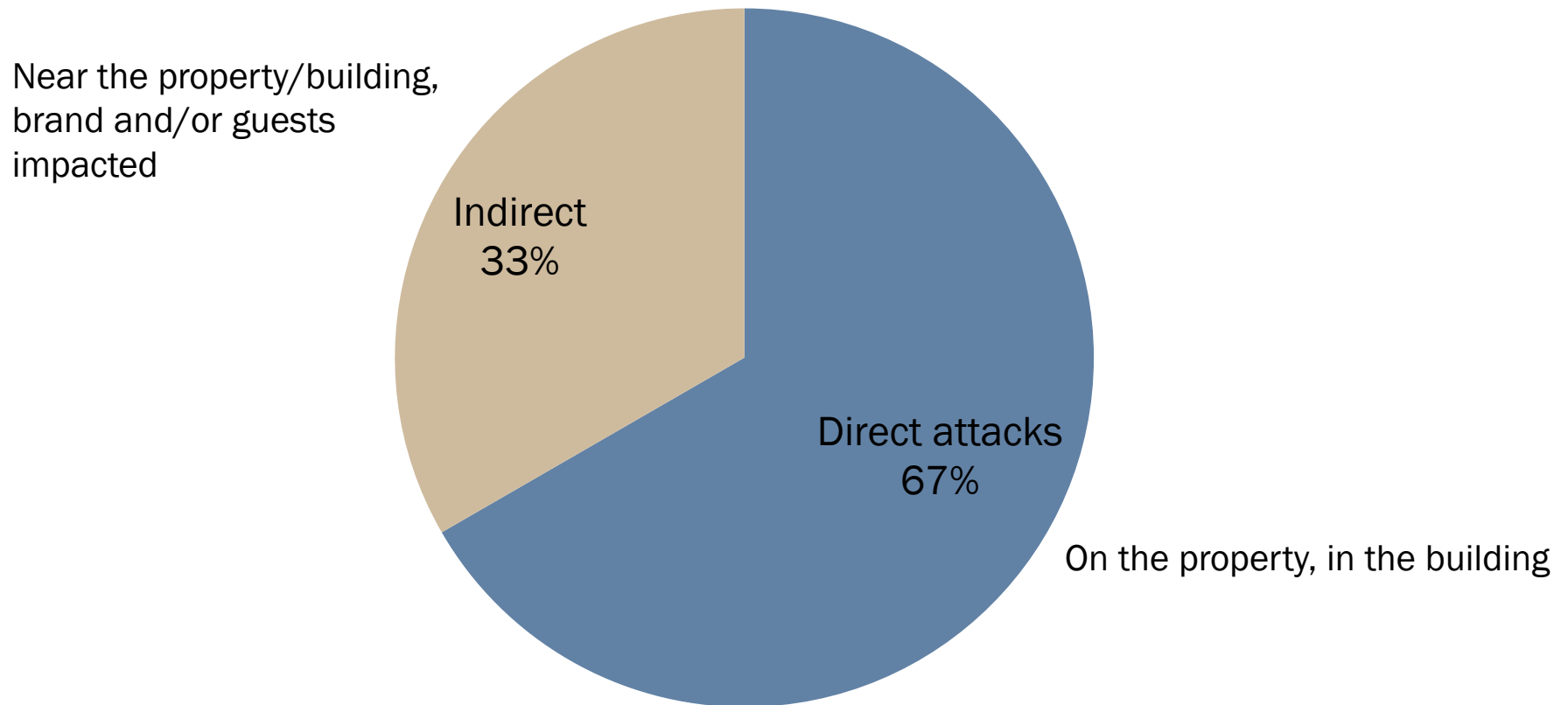
*Better protected ROI ACTIONS

- 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

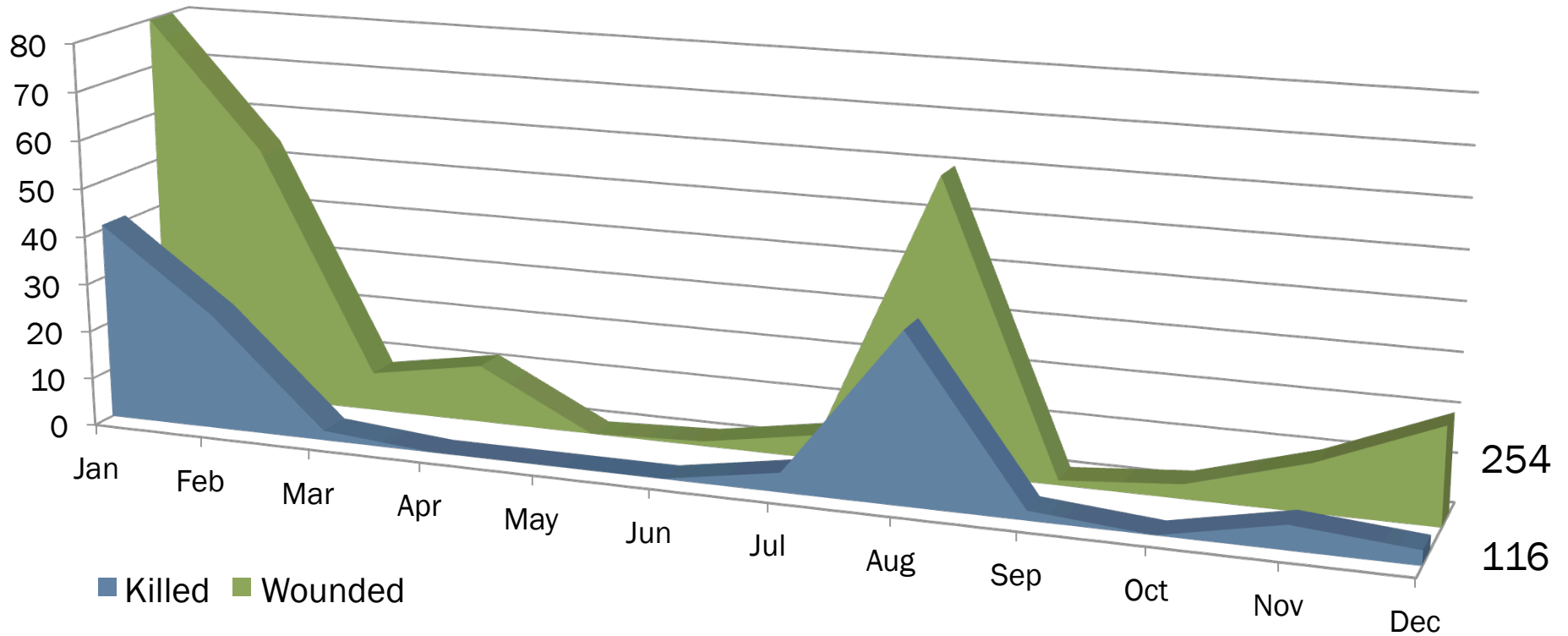


2010, Direct vs. indirect hotel attacks



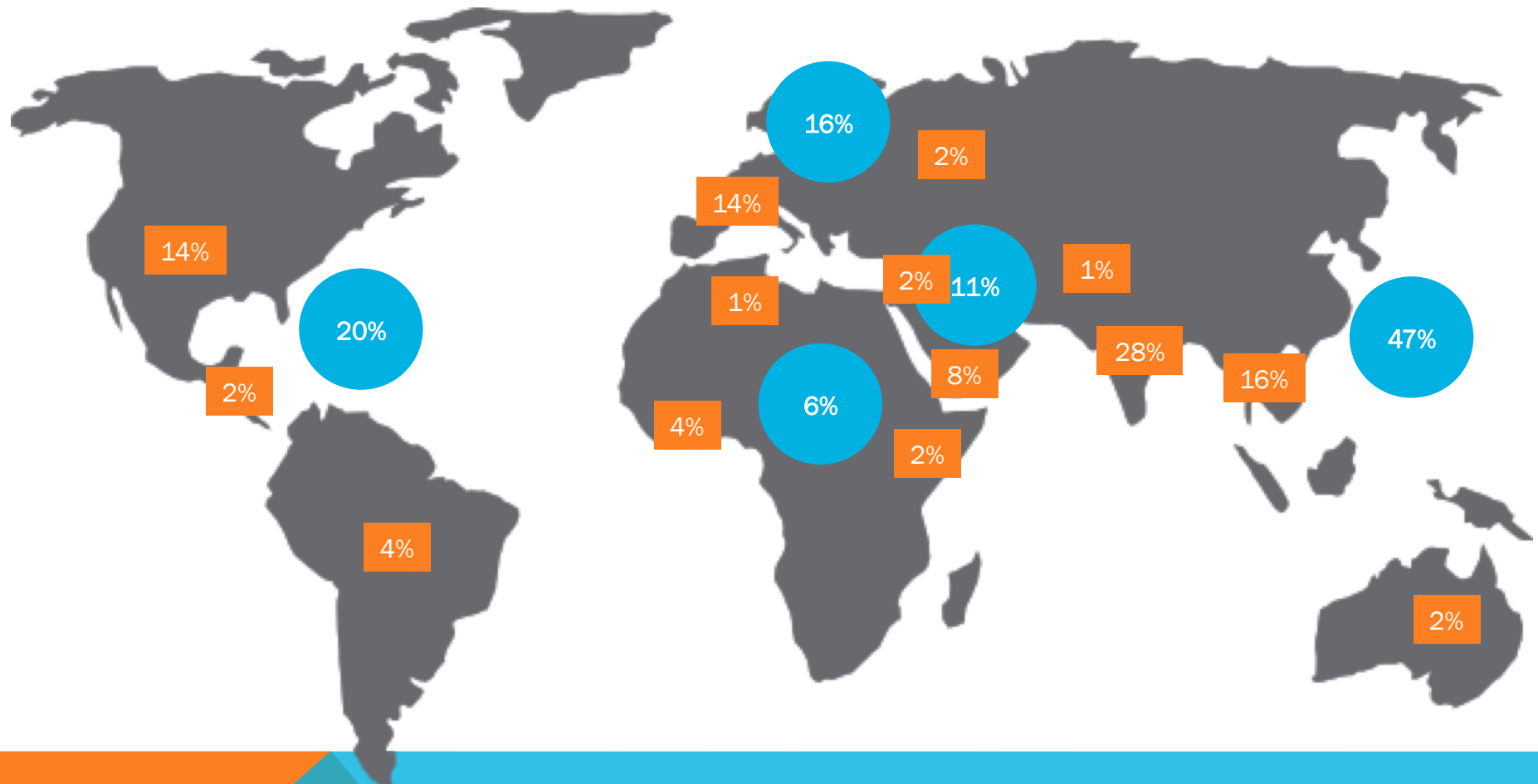
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2010 Hotel attack casualty rates (direct attacks)



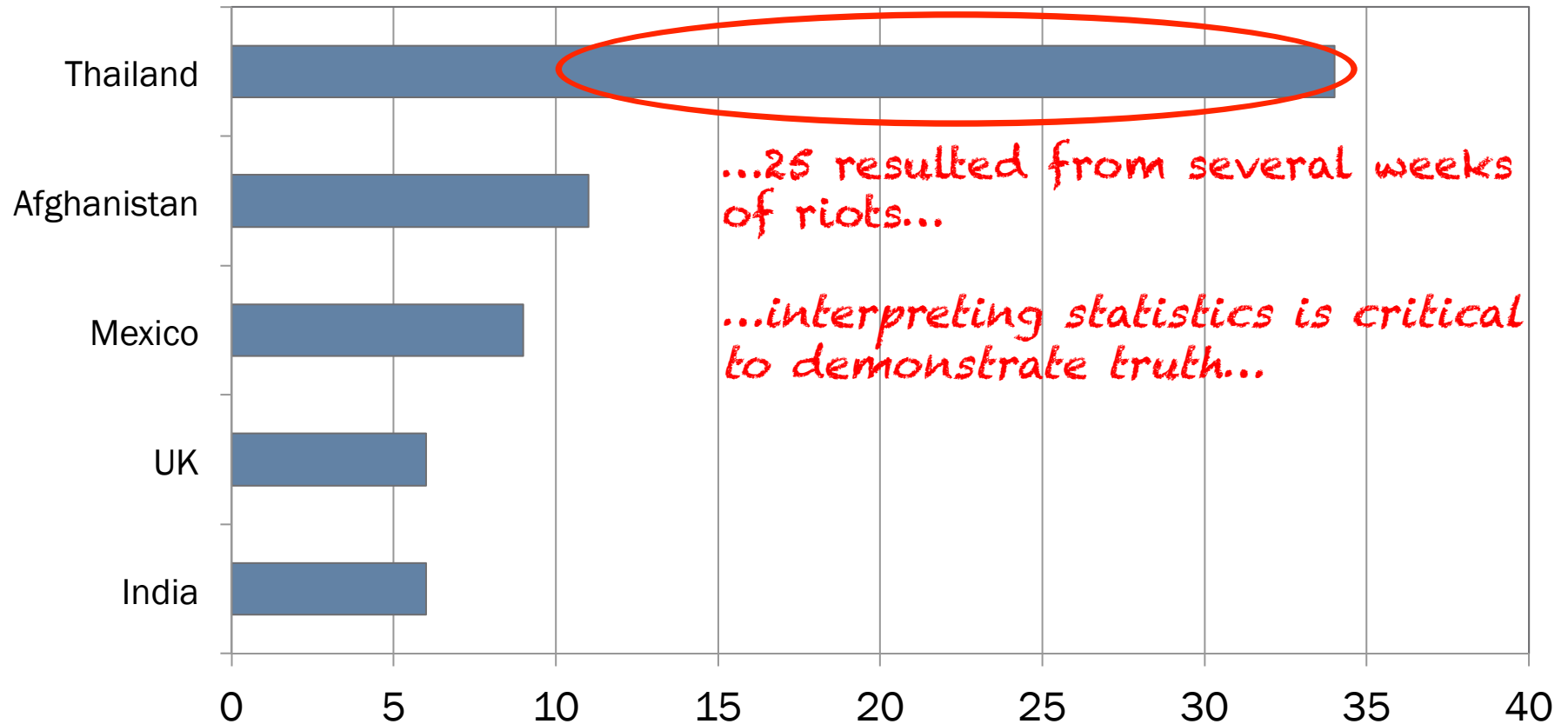
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2010, Attack geography



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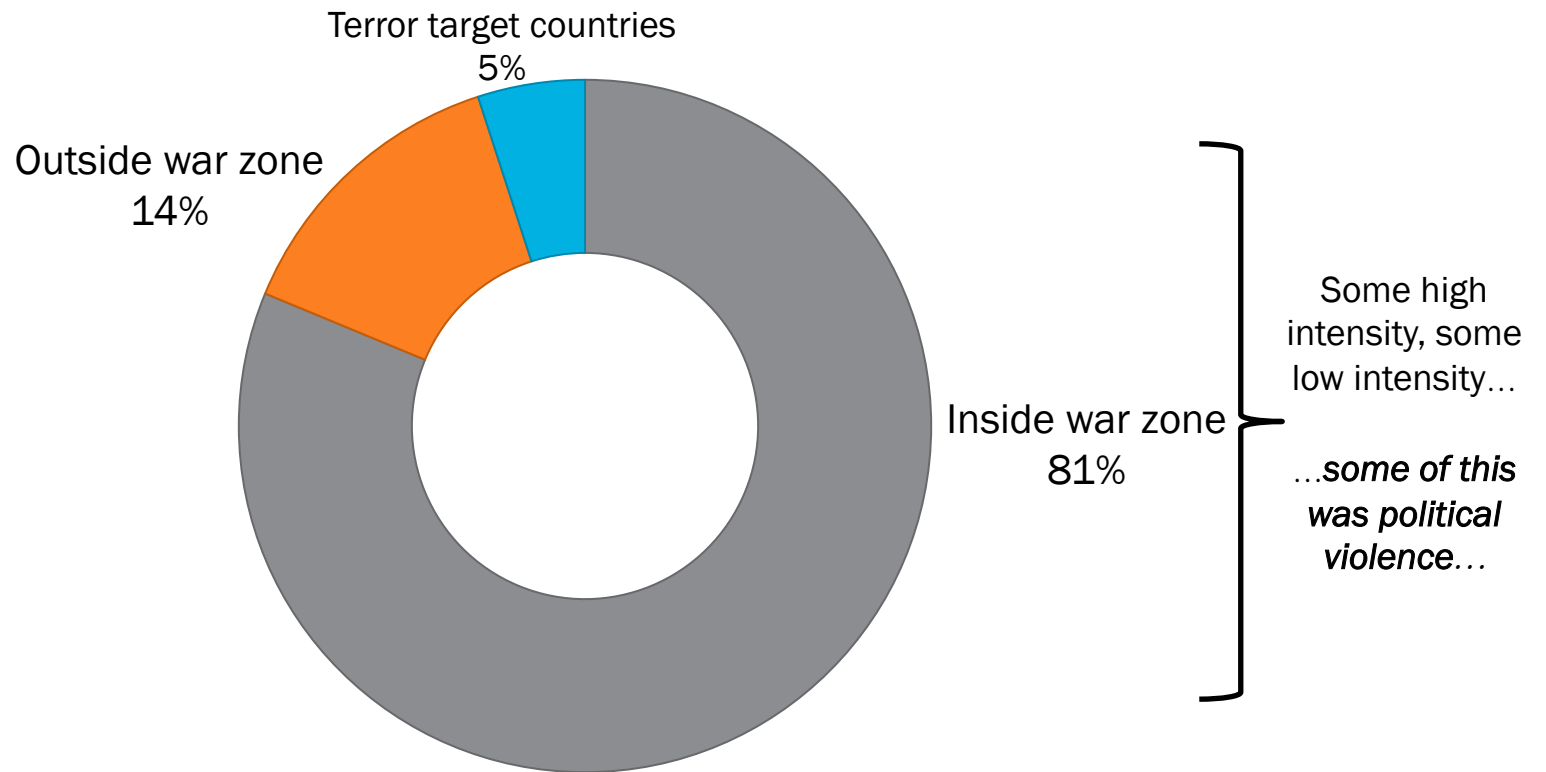
2010, Top 5 hotel attack countries



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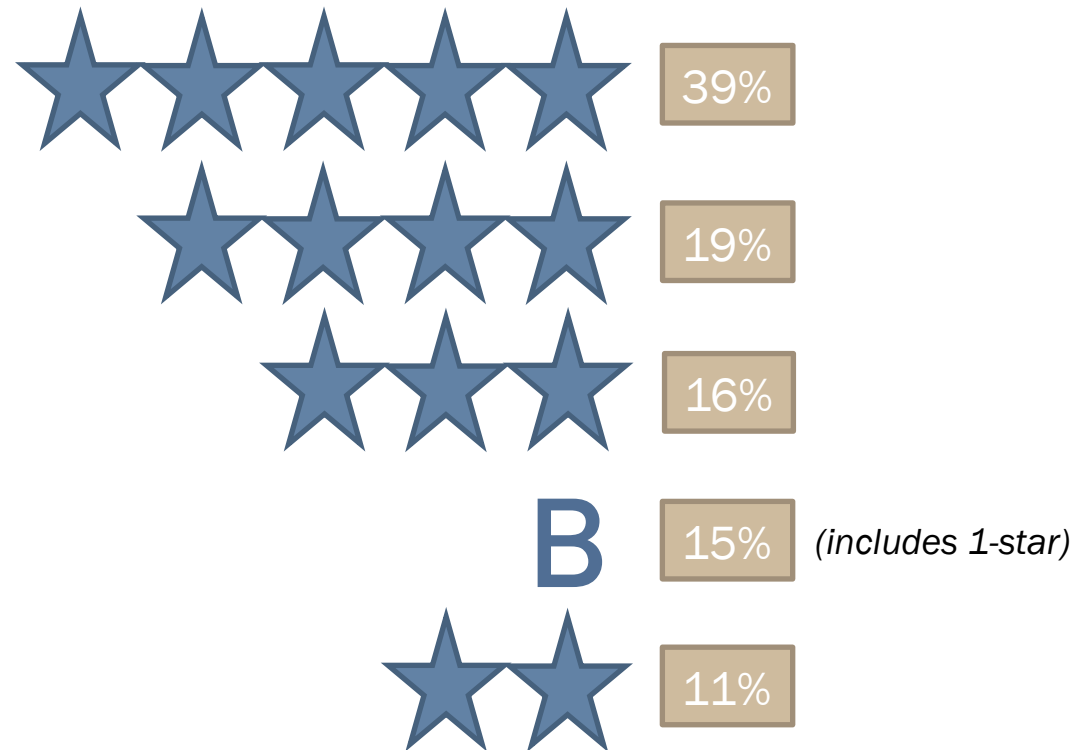
- | | | | |
|-------------|----------------------|-------------|-------------|
| Iraq | USA | Denmark | Myanmar |
| Pakistan | Yemen | Egypt | Nepal |
| Greece | Australia | Denmark | New Zealand |
| Nigeria | | | Palestine |
| Indonesia | | | Malaysia |
| Nicaragua | Canada | Ivory Coast | Sri Lanka |
| Philippines | Chile, Easter Island | Jordan | UAE |
| Russia | Colombia | Kyrgyzstan | |

2010 Hotel attacks: in war zones or not?



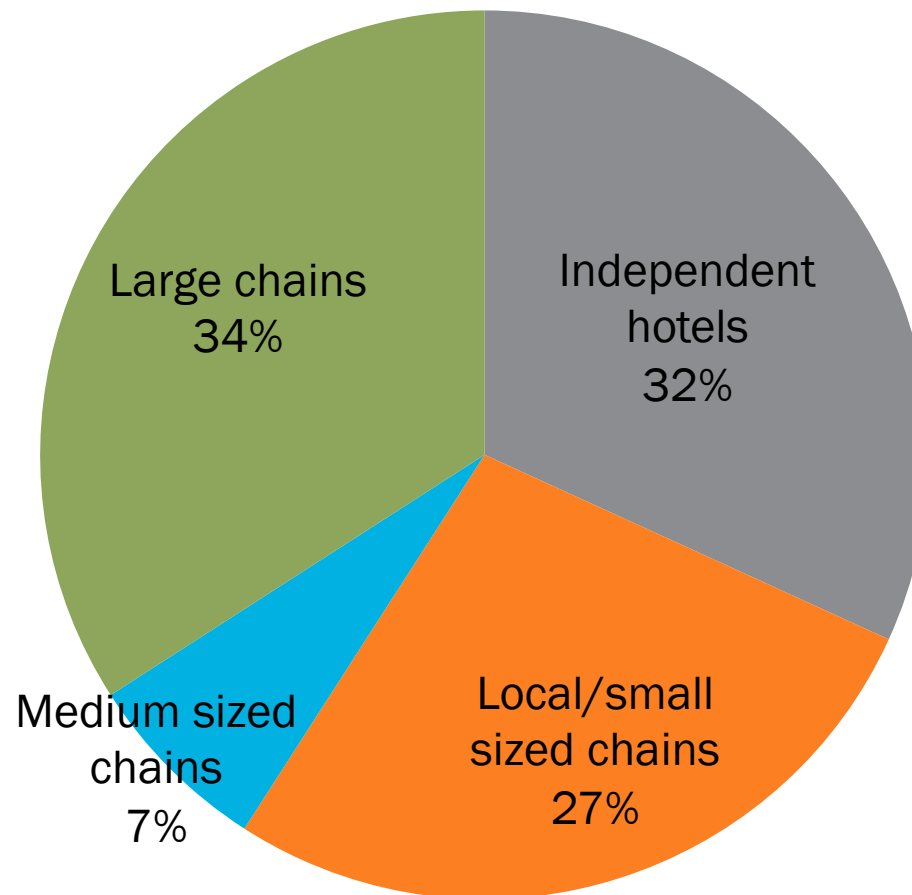
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2010, Hotels attacks by star rating



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2010, Hotels attacked by size of enterprise



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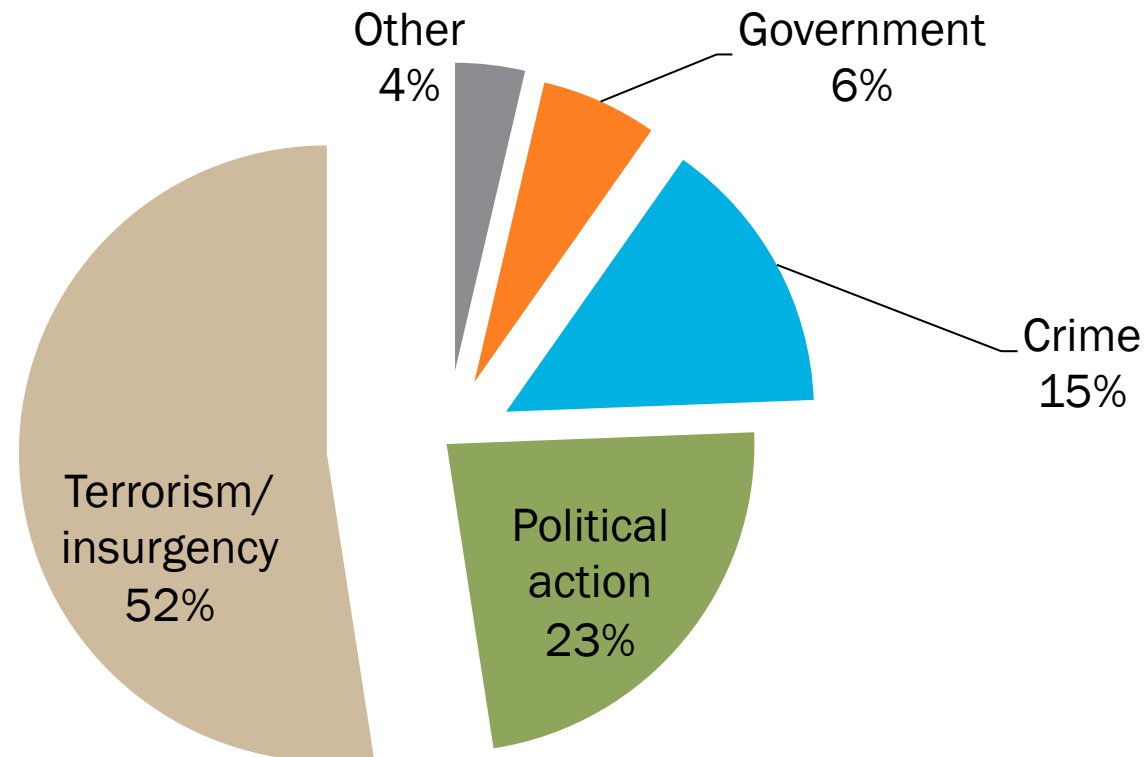
2010, Major chains attacked



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2010, Types of attack groups

(what kinds of organizations are attacking hotels?)



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2010, Top 5 ideologies of terror/political groups involved in hotel attacks



53%



13%



6%



6%

NEW
or
REAL

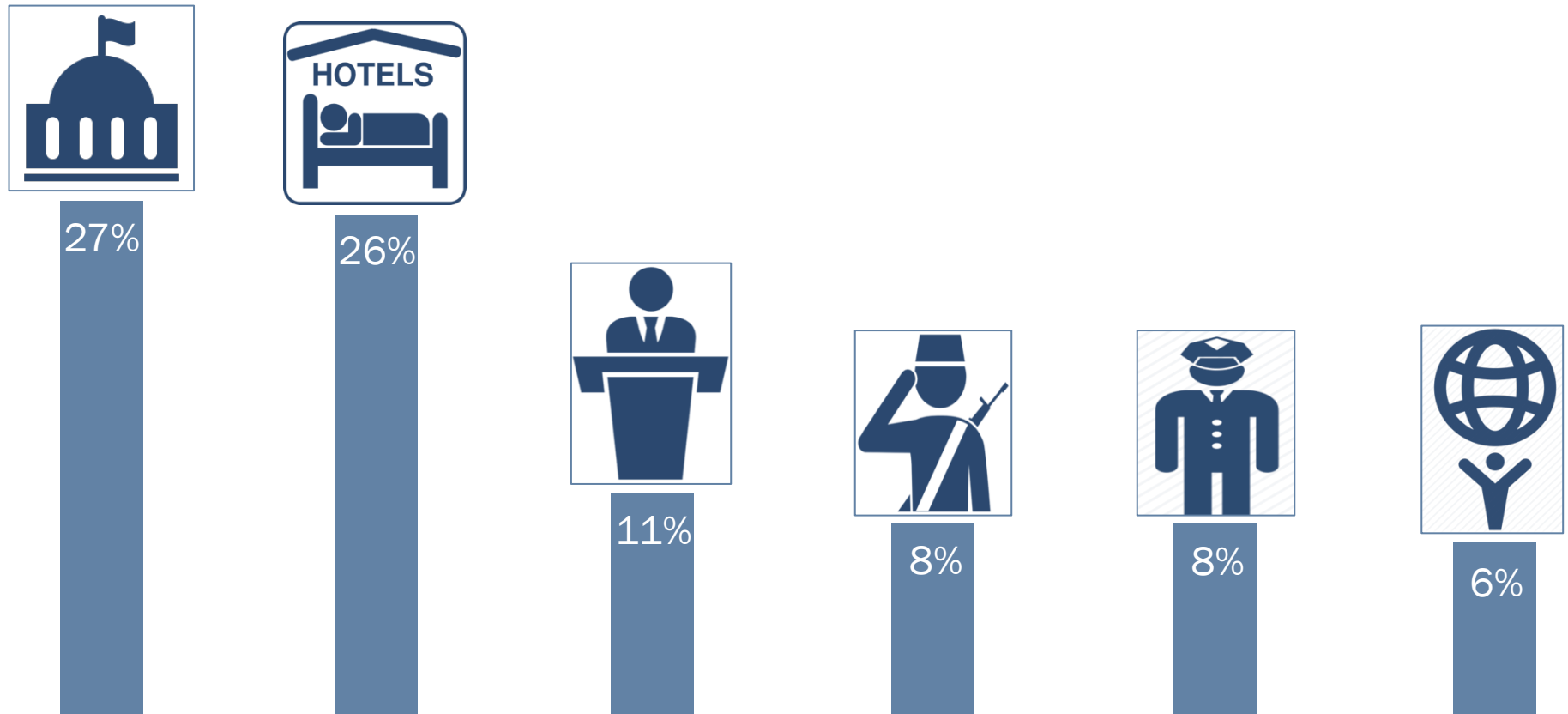


4%

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2010, Top 6 hotel attack targets

(who or what were the attackers going after?)



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2010, Attack timing trends

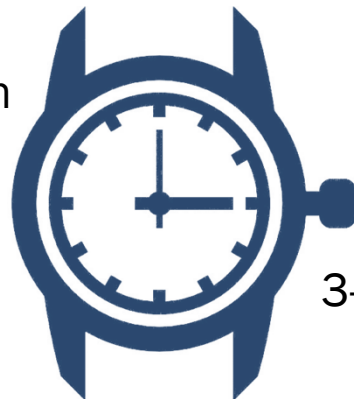


52%



48%

⚠️ 10-11am



3-4 pm ⚠️

⚠️ 11pm-12 am



3-4 am ⚠️

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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

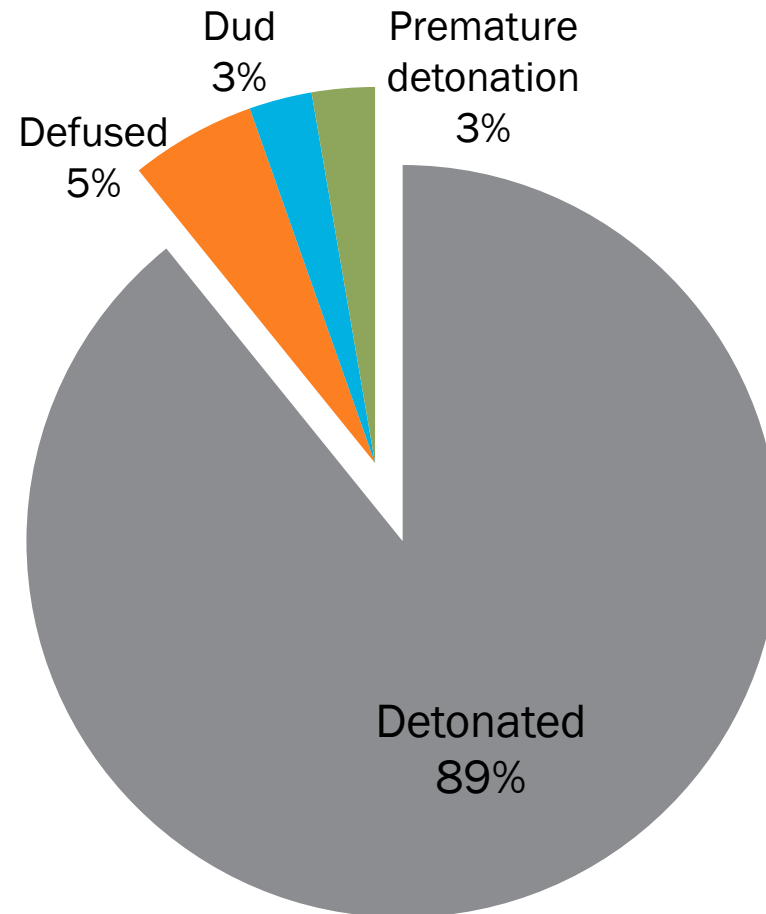
26 Mar, Oval Hotel, Surabaya, Indonesia

22 Apr, Holiday Inn, Monterrey, Mexico

24 Aug, Hotel Muna, Mogadishu, Somalia

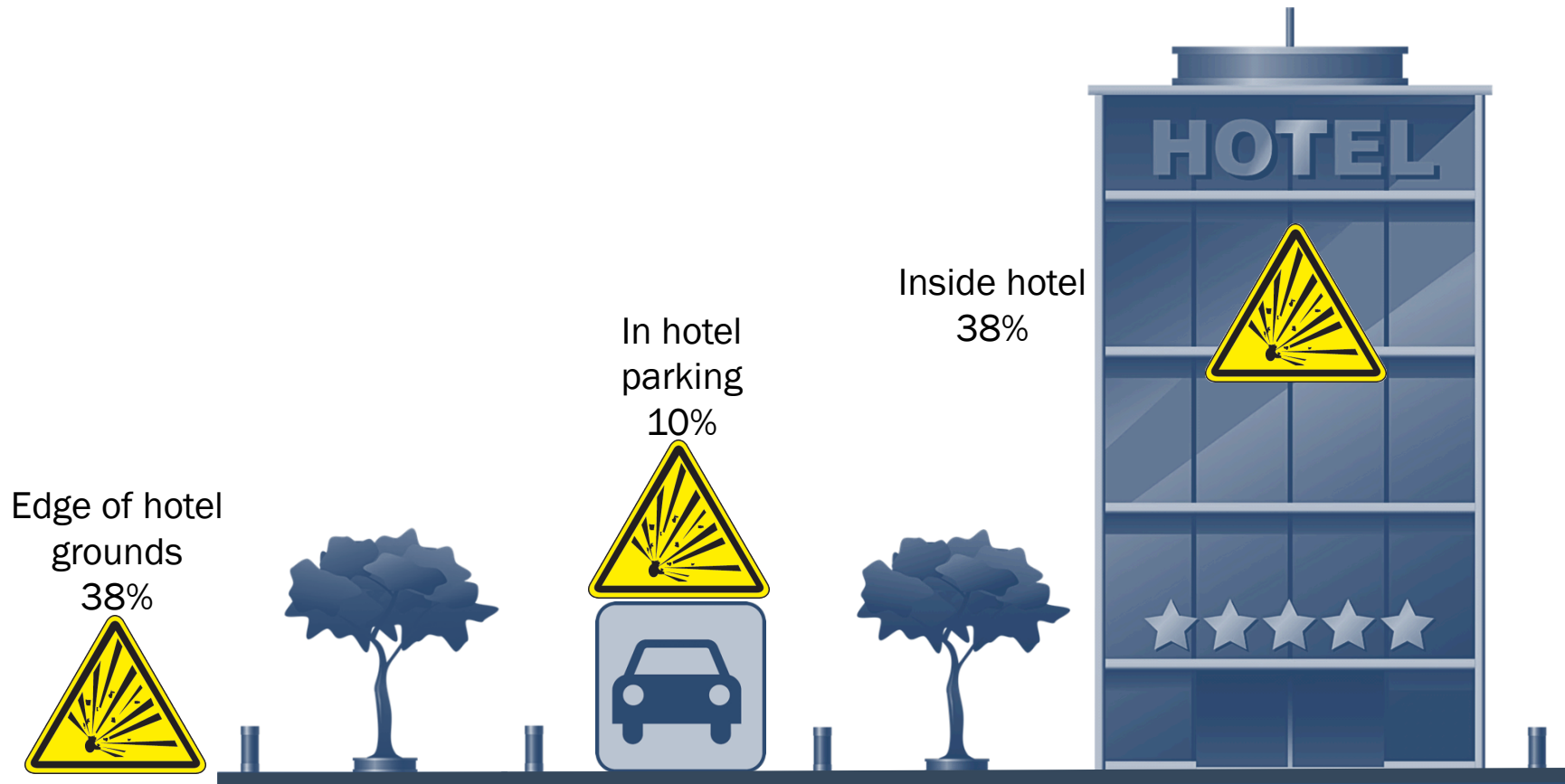
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2010, Hotel bomb detonation rates



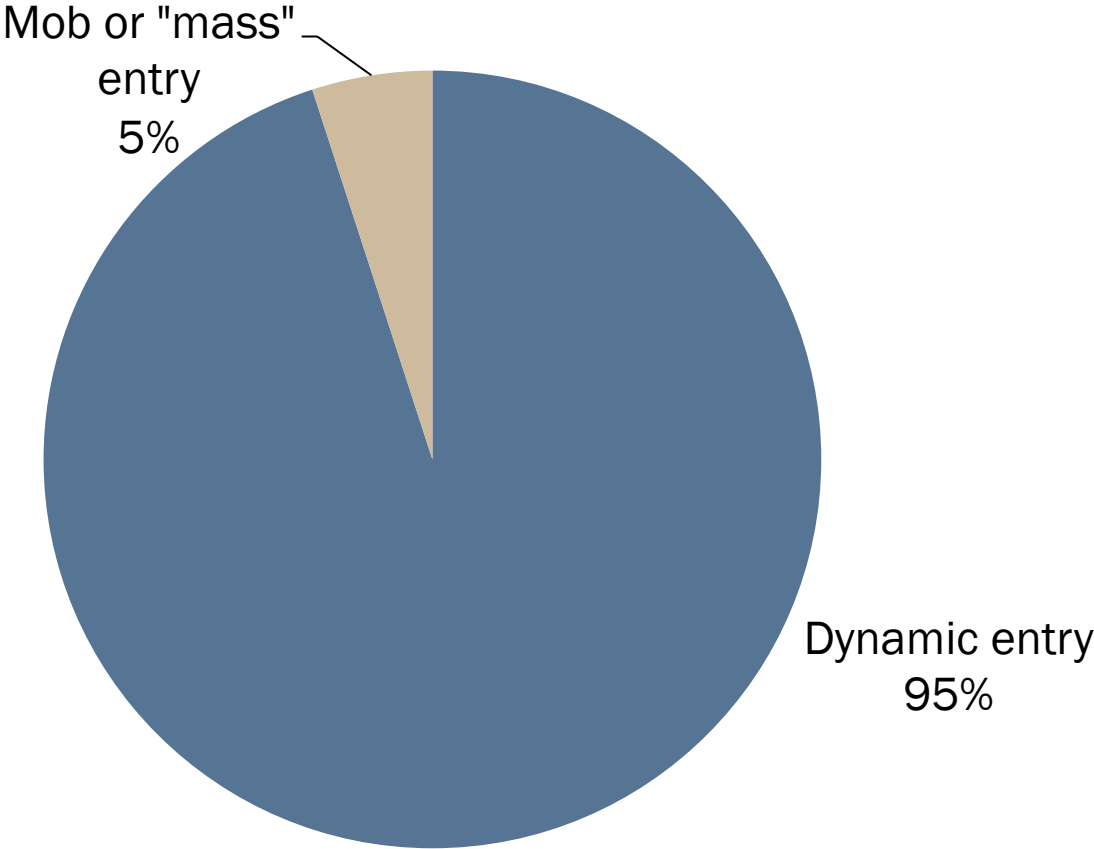
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2010, Top 3 bomb placement locations



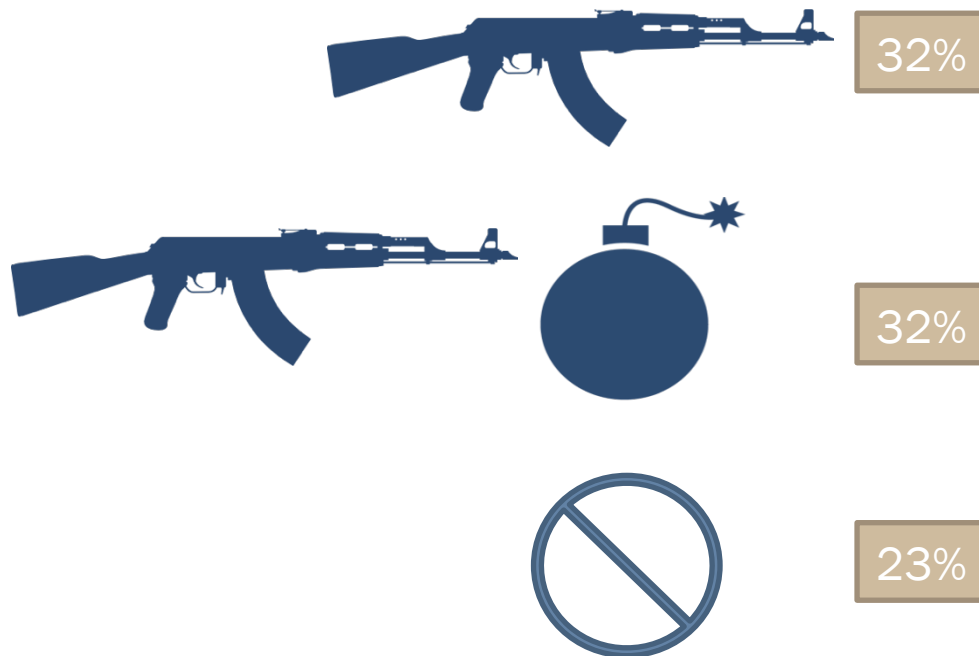
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2010, Raid entry tactics



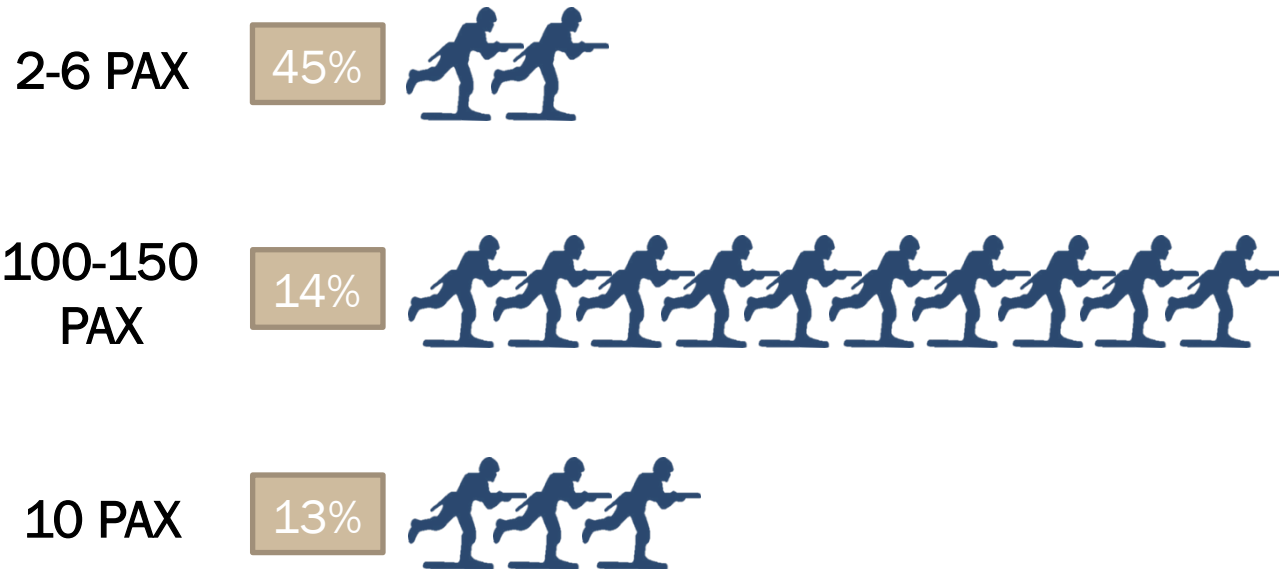
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2010, Top 3 raid weapons/weapons sets used



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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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