

HOSPITALITYLAWYER.COM PRESENTS



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***Managing Political Risk:
Mitigating Risk in an Uncertain World***

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JACK SUWANLERT



- Jack Suwanlert, Director of Support & Intelligence, Marriott International
- Supports all international security operations, intelligence gathering and analysis and coordinates Marriott's crisis management program.
- member of the Overseas Security Advisory Council (OSAC)'s Private Sector Security Analyst Group, Conference Committee chairman of the Private Sector Intelligence Council (PSIC), Special Events chairman of the DC Intelligence Analyst Roundtable (DCAR) and a member of the American Society of Industrial Security (ASIS)
- Prior to working for Marriott, Jack served with Royal Thai Police for seven years

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Hotel Locations: 3,700+

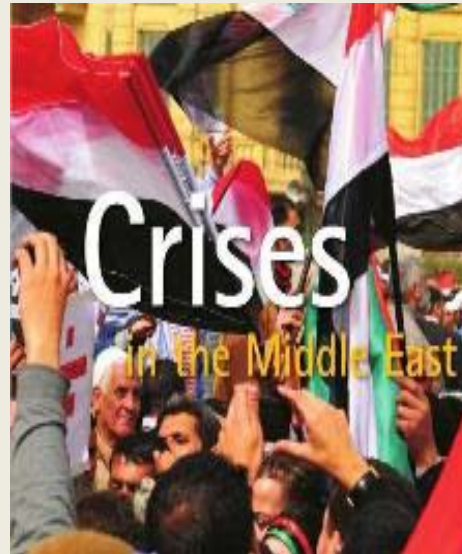
Headquarters: Bethesda, Maryland

Geographic Footprint: 70+ countries **2011 Revenue:** \$11.6 billion **Associates:** 300,000+

DEFINITION OF POLITICAL INSTABILITY

Political instability arises as a result of the inability of government and society in general to adequately address the grievances of the population.

- Civil/Social Unrest
- Public Demonstration
- Cross-border Conflict
- Regional Conflict
- Civil War
- Terrorism



POLITICAL RISKS – CIVIL UNREST VARIABLES

Demographics

- Large youth population
- Educated, but dissatisfied youth who refuse to accept the status quo

Economic Indicators

- Economic decline
- High unemployment rates, particularly youth
- Extreme poverty - rising income inequality
- Concentration of wealth with autocrats
- Government's inability to address economic concerns

Political Indicators

- Government viewed as corrupt, and/or acting in the interests of minority
- Insufficient transparency
- Lack of basic freedoms
- Security force's size and skill in tackling dissent

Organizational Ability

- Social media

THE ARAB SPRING – ASSESSING POLITICAL RISK



THE ARAB SPRING

Impact, Intelligence, and Thoughts on the Future From Tunisia to Syria



Tunisia → Egypt → Libya → Bahrain → Saudi Arabia → Syria...

RECENT POLITICAL CRISES



- Egypt
- Libya
- Bangkok
- Domestic Protests



EVENT SUMMARY – CAIRO, EGYPT

- Properties
 - Cairo Marriott Hotel
 - JW Marriott Cairo
- Concerns
 - Looting
 - Anti-Gov't protesters
- Actions
 - Increased security measures



EVENT SUMMARY – TRIPOLI, LIBYA

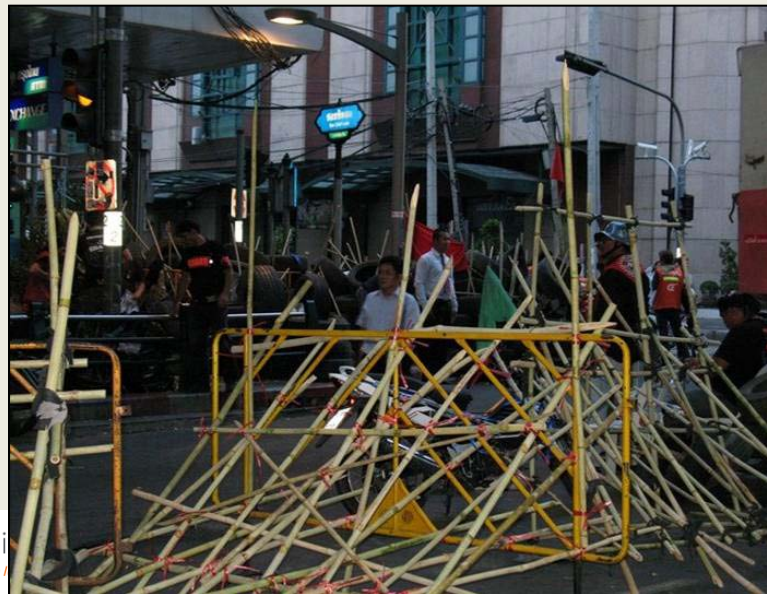
- Property – JW Marriott Tripoli*
- Concerns – riots turn violent
- Evacuation plans
 - Air
 - Sea
 - Land
 - Shelter-in-place



- Action – evacuated by air

*opened one week before the first violence broke out

RED-SHIRT PROTESTS: MARCH–MAY 2010





Asoke Rd.

New Ratchadapisek Rd.

New Petchburi Rd.

Sukhumvit Rd.

Queen Sirikit Convention Center

Soi Nana



Soi Ruamrudee

U.S.A. Embassy

Suan Lum Night Bazaar



Sathorn Rd.

British Embassy



Soi Ton Son

Chidlom Rd.

Soi Mahadlekuang 1



Soi Lang Suan

Chidlom Station



Sarasin Rd.



Rama 4 Rd.

Rajdamri Rd.

Silom Rd.

Police General Hospital

Rajdamri Station

Henry Dunant Rd.

Surawong Rd.

Siam Station

Siam Square

Ratchadapisek Station



National Stadium Station

MARRIOTT PROPERTIES' PREPARATION



- Evacuate guests early
- Secure properties
- Protect brands
- Prevent looting
- Fire prevention
- Increase security officers
- Essential staff on properties
- Set up command center
- Gather intelligence
- Communications (guests & staff)



VIOLENCE 18-19 MAY



PUBLIC DEMONSTRATIONS

- Pro Healthcare reform – Ritz D.C.
- Occupy Wall Street - NYC
- Anti CPAC – Wardman Park
- Free Tibet Group
- Anti BP
- G8/NATO Summits in Chicago



MARRIOTT & THE OLYMPICS



Torch Relay

Housing

- Athletes
- Delegates
- IOC Officials
- Corporate Sponsors



Function Space

- Events
- IOC Medical Commission
- IOC logistics

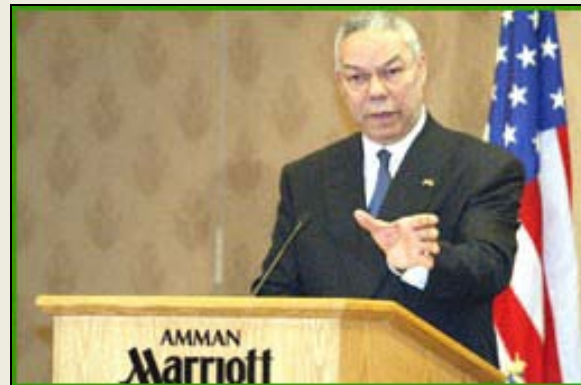
RECENT ATTACKS BY IRANIAN GROUP/PROXIES



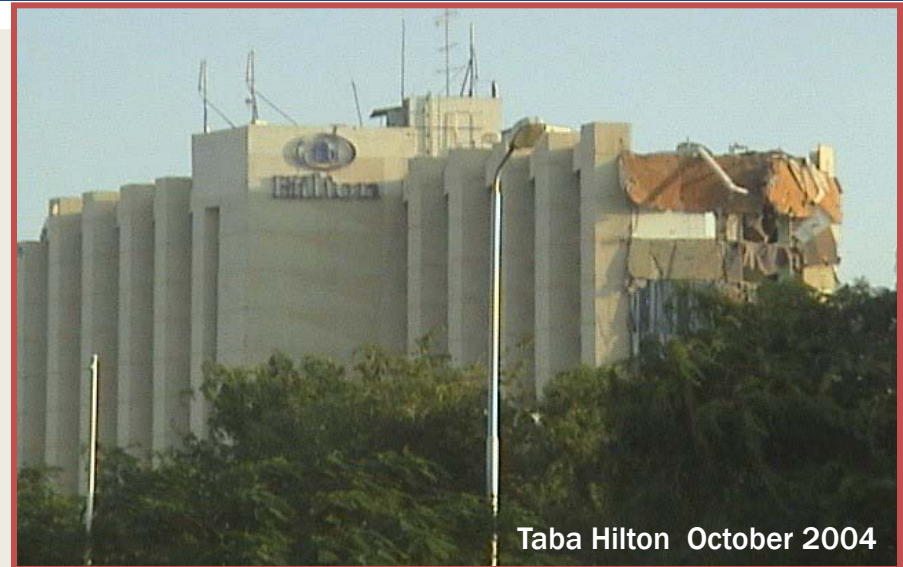
- Iran vs. Israel
- Iranian Nuclear Program
- Retaliatory attacks as a result of assassinations of Iranian nuclear scientists

POLITICAL INSTABILITY & HOTELS

- Iconic landmarks/Gathering place
- Symbols of depravity
- High profile occupants
- Accessible to public
- High economic Impact



TERRORIST ATTACKS TO HOTELS



TERRORIST ATTACKS TO HOTELS

Amman Hotel Attacks - November 2005



Jakarta Hotel Attacks – July 2009



TERRORIST ATTACKS TO HOTELS



**Serena Hotel Kabul
Militant Attack
14 January 2008**



Mumbai Attacks - November 2008



**InterContinental Hotel Kabul
28 June 2011**

MITIGATING THREATS TO HOTELS



CRISIS MANAGEMENT PROGRAM

- Crisis Management Team
- Crisis Management Plan
- Intelligence Gathering
- Information Dissemination
- Risk Assessments/Threat Procedures
- Training
- Recovery/Business Continuity



CRISIS MANAGEMENT TEAM

- Crisis Team Leader
- Legal
- Finance
- Human Resources
- Security & Crisis Coordinator
- Engineering
- Risk Management
- Business Continuity
- Public Relations
- Logistics
- Ad hoc Representatives
- Consultants



CRISIS MANAGEMENT PLAN

- Crisis Team & Alert Roster
- Procedures During A Crisis
- Threat Conditions
- Local Crisis Management Plan
- Bombing; Major Fire; Kidnapping; Disasters;
Civil Unrest; Bio-Chem-Radio-Nuclear
- Evacuation Procedures
- Managing The Media



Crisis Management Plan is updated bi-annually

COMMUNICATIONS PROCEDURE

Crisis at Hotel



Call made to
Crisis Hotline number



Crisis Center contacts
Crisis Coordinator



Crisis Team convenes using AlertFind
System



IMMEDIATE ACTION STEPS

- Account for guests/employees
- Establish communications with guests/employees
- Establish family assistance hotline
- Determine evacuation methods if needed
- Single point of contact with hotel
- PR/Legal provide speaking points for hotel
- Assess regional threat conditions
- Risk Management determines insurance policy
- Dispatch corporate/regional security team



ISLAMABAD MARRIOTT HOTEL



TRAINING & CERTIFICATION PROGRAMS



- Security Officer Certification
- Global Security Academy Program
- Web-based Training Courses
- *“See Something Say Something”* program



Marriott
Introduction Definitions Deployment Preparedness Response Summary

DEFINITIONS

types of bomb
high explosives

well governed

difficult to access

Marriott

Armed Attacker / Active Shooter Course

Marriott
Introduction Definitions Our Security Terrorist Operations Skills Summary

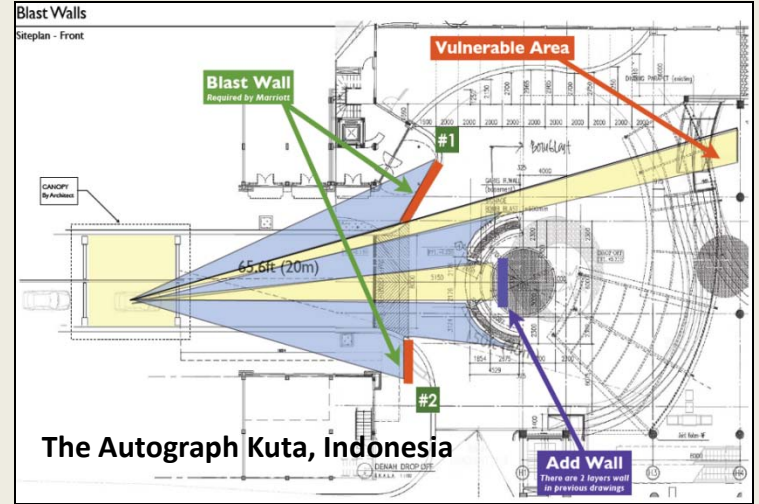
LEARNING OBJECTIVES

predictive indicators & surveillance detection

SEE SOMETHING? SAY SOMETHING!

PIPELINE PROJECTS

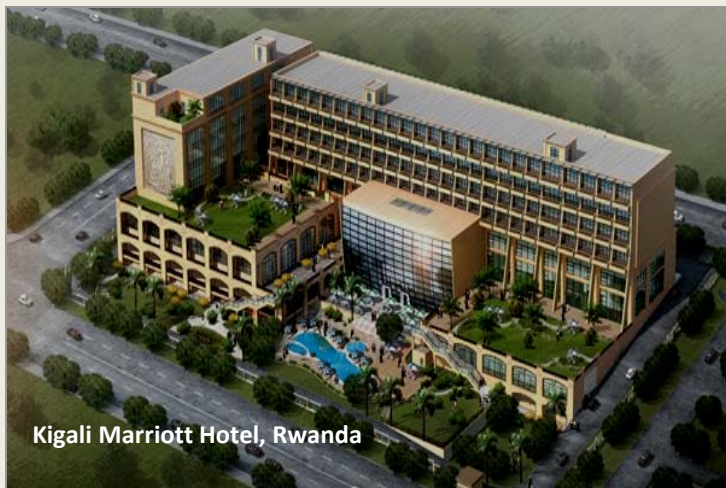
- Due Diligence
 - Threat Assessments
 - Vulnerability Assessments
- Coordination Effort
 - Security Team, Technical Services, Architecture & Construction, Development, Project Manager
- Mitigation measures
 - Determine Threat Level & Costs
 - Work with Architect and Owner
 - Blast Mitigation Review
 - Safety & Security Standards



Algiers Projects, Algeria

PIPELINE PROJECTS

- 2 projects in Iraq
- 6 projects in Algeria
- 100 hotels in India (5-year plan)
- 8 projects in Indonesia
- 4 projects in Morocco
- 18 projects in Saudi Arabia



- 24 projects in U.A.E.
- 50 hotels in Brazil (5-year plan)
- 6 projects in Egypt
- projects in Angola, Bahrain, Ethiopia, Gabon, Israel, Jordan, Kenya, Kuwait, Nigeria, Oman, Qatar, Turkey

QUESTIONS?

