



International
Corporate Protection

The Terrorism Threat to: Hotels



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Will Geddes

Over 25 years experience within the Specialist Security Sector, working across the world strategically and tactically advising and supporting corporations, government agencies and private clients.

Experienced advisor:

- Human Threat Management
- Incident & Crisis Management
- Extortion Response & Negotiation
- Counterterrorism Prevention
- Cyber & Information security

Notable Cases Managed:

- Mumbai Terrorist Attack (2008)
- Asia Tsunami (2005)
- 9/11 New York (2001)
- Jakarta Riots (1998)



Notable Incidents:

- **Estepona Hotel, Marbella (Sept 2018)**
- **Montego Bay, Jamaica (Sept 2018)**
- **Desert Hot Springs, California (Aug 2018)**
- **Cheadle Hotel, Oxford (July 2018)**
- **Intercontinental, Kabul, Afghanistan (Jan, 2018)**
- **Mandalay Bay, Las Vegas (Oct 2017)**
- **Terrain Hotel, South Sudan (July 2016)**
- **Grand-Bassam, Ivory Coast (Mar, 2016)**
- **Riu Imperial Marhaba, Sousse (Jun, 2015)**
- **Corinthia, Libya, (Jan 2015)**
- **Radisson Blu, Mali (Nov 2015)**
- **Palestine, Babel & Hamra (Jan 2015)**
- **Oberoi & Taj, Mumbai (Nov, 2008)**
- **Marriott, Islamabad (Sept 2008)**
- **JW Marriott, Jakarta (Aug 2003)**
- **Sheraton, Karachi (May 2002)**
- **Nevsky, St Petersburg, Russia (Feb 1996)**

Why Hotels?



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- Perceived as 'Soft Targets' - easily accessible & welcoming
- Symbolic of a national interest (US, UK, etc.)
- Frequently occupied by associated nationalities
- Symbolic of 'Political leaning' or 'Cultural lifestyle'
- Enclosed Area (by design or construction)
- Conferences and Gatherings
- Collateral Targeting (Opposing Groups, Governmental Officers, etc.)
- Mass Fatality & Casualty Optimum

A black and white aerial photograph of a city skyline at night. The city is densely packed with buildings of various heights, including several skyscrapers. A prominent red rectangular box is overlaid on the image, centered on a cluster of high-rise buildings in the middle ground. The foreground shows a dark, curved road or riverbed.

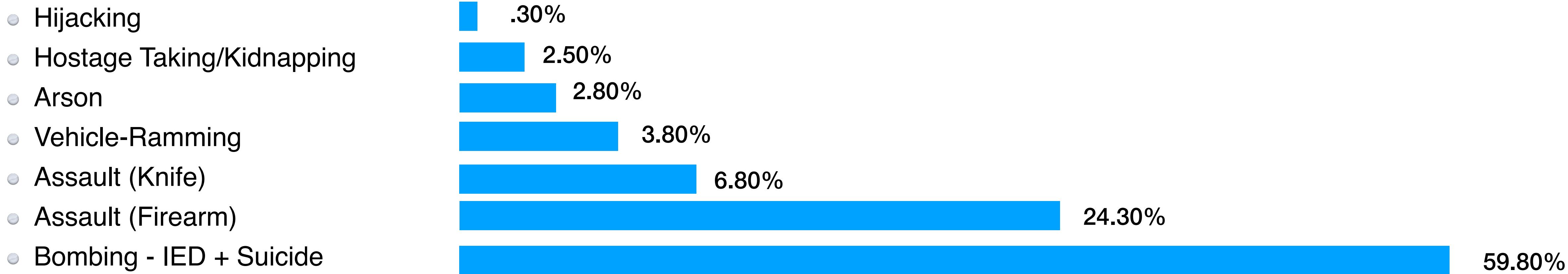
EVOLVING THREATS

TERRORIST MODUS OPERANDI

Techniques, Tactics & Procedures (2001 -2018)



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Sources: PACE 2018

KEY CONSIDERATIONS

THREAT IMPACT CONSIDERATIONS

With each type of threat, it should be considered how you can protect against it.

THE THREAT

What kind/type of threat could impact/target the site?

THEIR OBJECTIVE

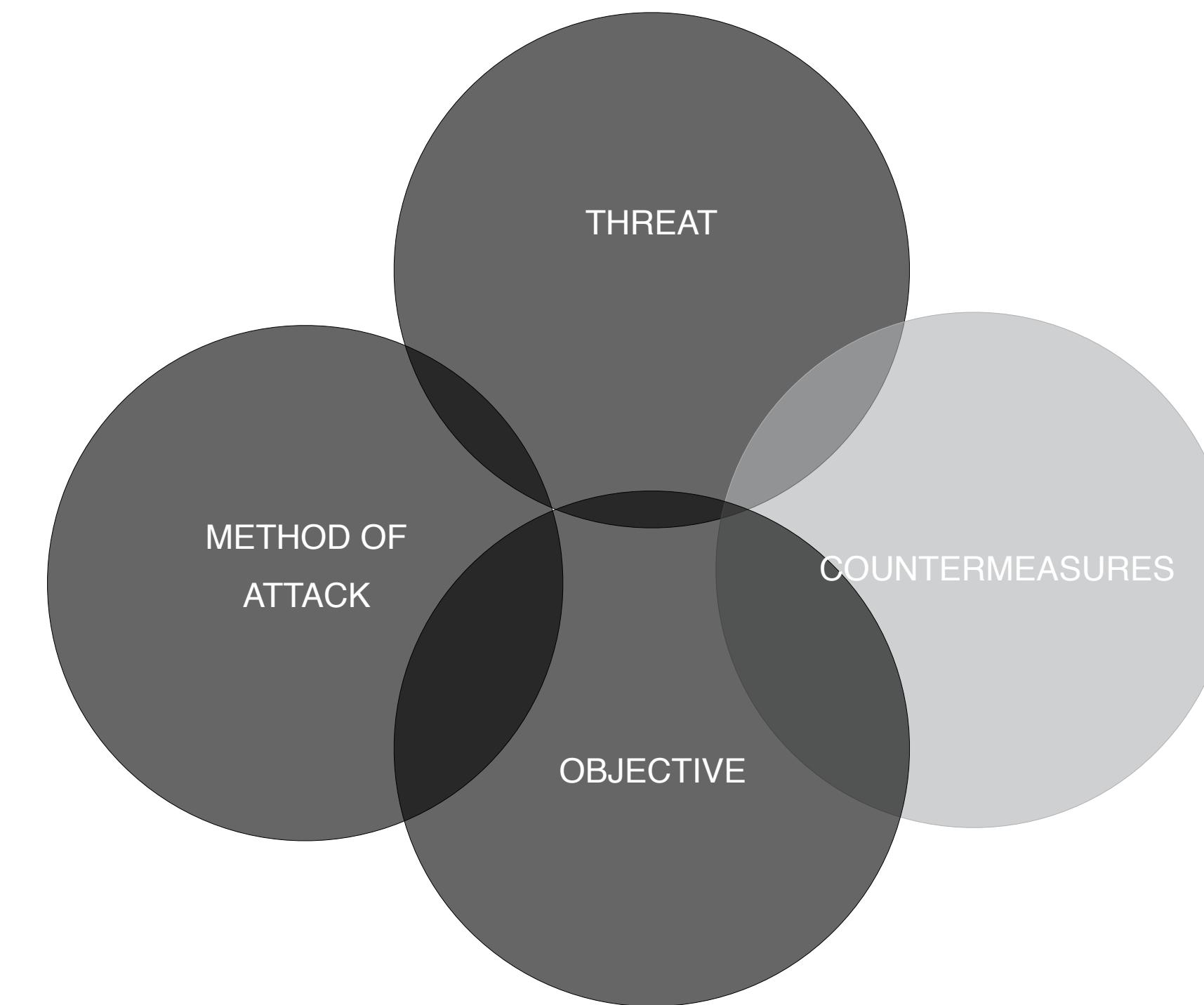
What could they be seeking to target or attack?

THEIR METHOD OF ATTACK

What means and methods could they employ?

YOUR COUNTERMEASURES

What measures, systems, equipment, training and procedures could be implemented to protect against it?



The Paths Of Least Resistance

ZONING YOUR AREAS



Designing & Configuring your Security / Hostile Reconnaissance Detection Thresholds



Surrounding Areas

Perimeter Areas

Key Areas

THE IMPORTANCE OF DETERRENT VALUES

Deterrence is the art of producing, in the mind of the enemy, the fear to attack.

Sterling Hayden

Review, Review, Review

Early Awareness & Recognition

**Luck is not an acceptable substitute
for early detection**

Valerie Harper



Ensure you have an effective communications strategy

Talk low, talk slow and don't say too much

John Wayne

Breathe, Look, Think & Then Act

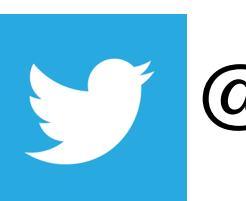
QUESTIONS ?



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