

“Learning to be Flexible in a Flexible World”

How Safe is Our Industry



Association hôtellerie Québec

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Canada

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OVERVIEW

Flexibility is the name of the game and I will have now to address issues such as:

The world in which we live

Tourism and weather, floods, wild fires, draughts etc,

The Mexican border for the US, the US border for Canada

NAFTA's impact on tourism

Issues of terrorism (at least we got through 9/11 this year_

Health crises and new pandemics along the way (My medical school is in charge of vaccines for pandemics that have not yet occurred), In case of a new pandemic we will have to produce the medications to save all lives in both the US and Canada.

Riots and demonstrations that turn into riots

The seven top tourism and travel security and safety issues since we last met:

- Tourism dependency on digitization
- A post-Brexit world and the rise of nationalism
- Shifting types of travel and travelers and therefore types of security

- The public's lack of confidence in aviation authorities and aviation scandals
- Bogus offerings and problems, these range from bogus holiday website to bogus claims that the traveler is ill
- Cyber security issues
- Refusal to take tourism security prevention seriously

1) Security Theater

- The public often does not believe what it is told
- TSA failures
- Airlines
- Make believe security that is more a hassle than it is a help.

2) International Security Threats

- a. Distinguishing between crime and terrorism
- b. Issues of the media
- c. Issues of terrorism
 - i. Ideological
 - ii. Economic

iii. Desire for Power

Although terrorism gets the media's attention, in reality crime and safety issues do tourism a lot more harm.

- Issues of pick-pocketing
- Issues of fraud
- Issues of crimes of dispersion
- Issues of health
- Issues of crowd control
- Issues of increased soft-targeting
- No lone wolfs
- Trends can change over night
- Be weary of what you read in the media
- Cruise Security and issues of Maritime Security
- Tourism and population shifts

3) Issue of an unstable international balance of power

- The Korean Peninsula

- The Multiple “Middle East”
 - The Sunny world
 - The Shiite world
 - New alliances and shifting sands
- The European theater
 - Cumulative effects: death by a thousand cuts
 - Refugee problems
 - Europeans dislikes for each other
 - Issues of low employment among the young

4) The Mega Issue of Cyber Terrorism and automation

- Issues of Ransomware and hotels
- Issues of physical keys? Need for key control
- Ransomwear and the self-driving car and drone
- Loss of Privacy
- Issues of Government spying
- Identity theft
- Assurances that credit card numbers are safe
- Hotel keys

- Issues of automation dependence
 - Issues of a changing world
 - Need to separate analysis from politics
 - Need to understand that cyber attacks may be for military, for business or for terrorism reasons.
- 5) The Issue of education, training, and pay and the need to better market security
- Bottom line: Security is no longer about brawn and not many brains. How will we pay for the expertise that we need?
 - Make sure that when you landscape an area to do it according to the principles of CPTED (crime prevention through environmental design)
 - Create a vision of tourism security for your leadership
 - Never create false senses of security.
 - Work with your local chief of police, and community members. Offer specific solutions to local problems
 - Know what others are doing

- Do not speak about what you are not getting but rather what you are giving
- Do seminars for your staffs and administration. Show them how the profits from tourism can help to purchase new equipment, fund a new position or aid their budget.
- Know who is studying at your local university, especially in engineering courses.
- Learn who forms your constituencies, how each constituency differs and what each needs. The good way to begin to learn who has "power" in each group is by being cross matching key committee names. Look to see who has power on more than one committee, then keep your ears open and your mouth closed.
- Send out a weekly memo.
- Write a weekly newspaper column that is frank and honest.
- Never develop a marketing strategy from the beginning. The best marketing strategies start with the final end in mind. What do you want to accomplish? Will you pleased with the final results?

- Ask yourself questions. How do you determine your place within the multifaceted tourism industry and in your company?
- Never forget that numbers tell a story.
- Do not forget that most people do not see themselves as innovators. Does the ad ask the person to be what he or she is not? Will your marketing fail because it requires your employees to innovate? Not only does the average employee not see him/herself as a person whose task it is to be creative, but often managers see themselves as enforcing policy rather than permitting the creative juices to flow. Encourage innovation. The only bad idea is one that is never considered.
- Brand yourself
- Never forget that no brand lasts forever. Brands are not static. What may work in one market may fail in another as conditions change. Consider both the fast changing impacts as the economy and the political situation, consider also changes in style, diets, and fads, and finally carefully examine the slower moving changes such as demographics, and climate conditions.

- Make customer complaints a guideline.
- Watch the news and pay attention to trends. Too many travel professionals forget that travel conditions change not only because of what they do, but also due to external causes. Never assume just one element causes all problems or successes. For example, post 9-11 travel dropped partially due to travel fear, but also due to economic declines and also due to many travelers' perceptions of poor service. To have considered only one of these components would lead to a major marketing failure.
- Think about what you are doing well and what you are doing poorly.

Issues of Hotel Security, Health and Wellness;

Issues of Hotel Security

- 1) Often seen as symbols of Western Capitalism
- 2) Attack on hotel equals the publicity of attacking an embassy and it is much easier
- 3) **Terrorist groups are “flatter” after the attacks on Al Qaeda and seek easier targets**
- 4) Hotels are easy targets due to:
 - a. Architecture
 - b. Staffs are often not scrutinized and illegal migrants often find work in hotels
 - c. Hotel security is underpaid and trained. Lack knowledge in such areas as:
 - i. Air conditioning
 - ii. Food areas
 - iii. Potential for biological attacks
 - iv. Issues of Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE)

BRNE threats in hotel environment: Like explosive threats, CBRNe threats (table below) may be delivered externally or internally.

Chemical (C)	Biological (B)	Radiological (R)	Nuclear (N)	Explosives (E)
Nerve agents Pulmonary agents Hemotoxic agents Vesicants Riot control agents Toxic Industrial Chemicals (TICs)	Pathogens: Category A Category B Category C Toxins	Radiological dispersing devices (RDDs) Radiological emitting devices (REDs)	Nuclear weapons Improved nuclear devices (INDs)	Improvised explosive devices (IEDs)

Attacks can be:

- 1) Large release far from hotel
- 2) Release in air ducts
- 3) Release in locations such as lobbies

It is unclear if sheltering locations

Chemical agents tend to sink (are heavier than air). Other elements are lighter and security personnel will need to be able to identify which elements are used.

Issues of dirty bomb and hotels

Sheltering in room may be only choice, depending on distance

Bombing and secondary fire:

Bioterrorism: Most doctors not trained to identify it or know what to do about it.

Being prepared:

Based on the above facts, there are certain things that tourism professionals can do to be prepared:

- Tourism professionals need to obtain their news from various sources;

- Establish a tourism-terrorism task force in place;
- Create new ways for people to provide insights and information without appearing to be bigoted;
- Invest in law enforcement and private security professionals;
- Do not create a false sense of security;
- Get over denial, acts of terrorism can happen in any community;
- Send representatives to tourism security conferences – knowledge and updating is power!
- Bring hotel industry, civil engineers, architects and CBRNe experts together in order to find best solutions for future asymmetric-proof hotels;
- Remember that the best crisis management is good risk management!

Comparisons between Crime and Terrorism

	Crime	Terrorism
Goal	Usually economic or social gain Parasitic	To gain publicity and sometimes sympathy for a cause. Destructive
Usual type of victim	Person may be known to the perpetrator or selected because he/she may yield economic gain	Killing is a random act and appears to be more in line with a stochastic model. Numbers may or may not be important
Defenses in use	Often reactive, reports taken	Some pro-active devices such as radar detectors
Political ideology	Usually none	Robin Hood model
Publicity	Usually local and rarely makes the international news	Almost always is broadcast around the world
Most common forms in tourism industry are:	Crimes of distraction Robbery	Domestic terrorism International terrorism

	Sexual Assault	Bombings Potential for bio-chemical warfare
Statistical accuracy	Often very low, in many cases the travel and tourism industry does everything possible to hide the information	Almost impossible to hide. Numbers are reported with great accuracy and repeated often
Length of negative effects on the local tourism industry	In most cases, it is short term	In most cases, it is long term unless replaced by new positive image
Recovery strategies	<ul style="list-style-type: none"> • New marketing plans, assumes short-term memory of traveling public. • Probability ideals: “Odds are it will not happen to you.” • Hide information as best as one can 	<ul style="list-style-type: none"> • Showing of compassion • Need to admit the situation and demonstrate control • Higher levels of observed security • Highly trained (in

		tourism, terrorism, and customer service) security personnel
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