



SAFE Meetings®

INTERNATIONAL
No. 03 2015/2016

PAUL
MOXNESS

*Carlson Rezidor
Hotel Group*

“The agreement with
Safehotels means
an increased
focus on
security”

DUTY OF CARE
SECURITY 24/7

CRISIS MANAGEMENT

CERTIFICATION INCREASES EXPERTISE

THE ALARM GOES OFF – WHAT HAPPENS?

Conference Acrobat*



* You notice it on the chair in the meeting room, the temperature in your hotel room or maybe on the raspberries in the jam. Details that might be difficult to put your finger on, but makes all the difference for your conference.

aaaaaaaaaaaaaaaaaaaaaaaaaaaa

Nova Park offers cozy rooms, small and large meeting rooms and a Water Lounge to relax in at the end of the day, all just 12 minutes from Arlanda airport. And employees who make your stay a little bit more special.

NOVA PARK
CONFERENCE

LEGALLY RESPONSIBLE EDITOR IN CHIEF Atti Soenarso

atti.soenarso@meetingsinternational.com

PUBLISHER Roger Kellerman

roger.kellerman@meetingsinternational.com

INTERNATIONAL DIRECTOR OF SALES Graham Jones

graham.jones@meetingsinternational.com

TEXT Meetings International PHOTOS Jesper Anhed, Sara Appelgren, Eric Beaulieu,

Nicole Cambré (omslag), Roger Kellerman,

Tomas Nordtorp, Hedvig Stabell, Jon van Terry

TRANSLATION Bryan Ralph DESIGN kellermandesign.com

EDITORIAL RAYS OF SUNSHINE Bimo's cello ensemble

+ Teitur + London Here East + M A Charpentier

+ The Literary Hub SUBSCRIPTION Four issues:

Sweden €39, Europe €73, Outside Europe €77. Buy at

subscription@meetingsinternational.com or

www.meetingsinternational.com. Single copies

are €15 + postage when ordered online.

CONTACT Meetings International Publishing,

P.O. Box 224, SE-271 25 Ystad, Sweden, Editorial Office

+46 8 612 4220, Commercial Office +46 730 40 42 96,

info@meetingsinternational.com, meetingsinternational.com

PRINT Trydells Tryckeri – environmentally certified

(ISO 14001) PAPER Arctic Paper Munkens Lynx 240g/100g,

FSC labeled paper Cert No SGS-COC-1693

TYPE Adobe Berthold Akzidenz Grotesk; DS Type

Leitura Display; Hoefler & Frere-Jones Chronicle Text,

Chronicle Display, Knockout. ISSN 1651-9663



MEETINGS INTERNATIONAL PUBLISHING

Reproduction of articles and other material, whole or in part, is forbidden without the prior consent of the publishers. Quoting, however, is encouraged as long as the source is stated.



Meetings International is a member of ICCA, MPI, SITE and The International Federation of Audit Bureaux of Circulations, IFABC.



Posten
Klimat-ekonomisk
Posttiding

Meetings International Publishing uses environmentally certified printing, paper and distribution.

instagram @meetingsinternational

Good Momentum for SAFEHOTELS ALLIANCE

MORE AND more incidents that happen at hotels are drawing attention because the occurrences are not accidents. It often concerns incidents that could have been avoided, or did not need to happen, if the hotel had adopted a more systematic approach to security.

Security is among the three most important criteria when travel managers choose a hotel for a company's employees.

Working with people 24 hours a day means exposure to risks – the human factor is ever-present. That's why it's important to prevent incidents as much as possible. The aim is to avoid them altogether, as well as to limit damage when something does happen.

A representative of one of the companies we work closely with described it this way: "For me, Safe-hotels certification works like airbags in cars. When people sit behind the wheel, everyone knows that an incident can happen. But the more, and better, airbags there are in the car, the bigger the chance the driver has of surviving. When I think about hotels, I want there to be as many airbags as possible – that Safehotels has been to the hotel and told us the air bags are mounted correctly and that they work."

The agreement with the Carlson Rezidor Hotel Group is the most important agreement we have signed so far. Other major hotel chains now review their security work, as well as smaller groups and independent hotels. Safehotels Alliance is gaining

recognition more frequently and in all parts of the world.

Travelling and participating in meetings with Hotels, Travel management organisations, Tour Operators and other organisations are a big part of my work. One month there was a trip to London, invited by one of the world's largest travel management companies. Nairobi was visited, where we certified another hotel. Then there was Oslo ... always interesting. What were the results of this trip? Well, for instance in Hong Kong we signed a cooperation agreement with the Asian Rugby Football Union. Rugby is a major sport around the world. The agreement helps the organization to in the future identify hotels they use throughout Asia as safe venues. ARFU arrange about 30 tournaments every year. This means enormous exposure in the market, both in terms of hotels and major companies.

Finally, I would like to say that it's very satisfying to get feedback from hotel employees, who have found it to be a very positive experience when we have been on site to train them. I would like to take the opportunity to relay that gratitude back to your hoteliers and directors, who show that they care about guests, employees and other interested parties. Thank you for taking responsibility!

See you all out there! Stay Safe!

Hans Kanold CEO and Chairman,
Safehotels Alliance



"Intensified Focus ON HIGHER SECURITY"

THE CARLSON Rezidor Hotel Group is one of the world's largest hotel companies with just over 1,350 hotels in operation or under development. The group has a presence in 105 countries and several brands: Quorvus Collection, Radisson Blu, Radisson, Radisson Red, Park Plaza and Park Inn by Radisson, as well as Country Inns and Suites By Carlson.

With its long history in the international hotel world, the group has broad expertise within all key segments and business models plus a growing revenue-generating capacity. The 88,000 employees deliver USD 7.5 billion in revenue.

The agreement with Safehotels covers Rezidor's hotels – about 400 in 60 countries – but the hotel group hopes to extend the agreement to the entire Carlson Rezidor group once they have tested the approach. The first phase involves the certification of 40 hotels. When asked why they chose the Safehotels security standard, Paul Moxness, Vice President, Corporate Safety and Security, replies that they have followed the company's progress since the start in 2001.

"In recent years we have noticed that they have further strengthened their expertise. They have built up more knowledge on hotel security and their programme has moved closer towards our own guidelines and the practice we apply."

Paul Moxness says they started to discuss security issues with Safehotels in early 2015. The hotel group

quickly realized they could adjust their self-evaluation programme to the Safehotels security standard, which would be a good step for both parties.

"Now we receive a good third party approval that what we do internally actually helps our hotels to create a good global standard. Another positive effect is that we gain full certification of several hotels at a time, instead of security-marking hotels one by one."

According to Paul Moxness, there is a greater focus on routines actually being followed according to the Global Hotel Security Standard issued by Safehotels. However, in contrast to many other industries, there are no global industry standards relating to hotel security.

"The Safehotels international hotel security standard keeps its focus on the guests in a way that – just like our own security work – can be adapted and managed by most of our employees who work on hotel premises. In geographical terms, it can be used everywhere."

The terrorist attacks in the USA on 11 September 2001 and the dramatic expansion of the hotel chain in several emerging markets were factors that intensified the focus on increased security work. Obligations to show greater prudence plus other legal changes in many countries also made it increasingly important for companies to analyze their partners'

work relating to travel management and thereby hotel security issues.

In a way, Carlson Rezidor already had this in their DNA within the hotel group, explains Paul Moxness. It meant they were in a good position when the emphasis on these issues increased considerably.

"Yes, I often get asked about which markets are our 'hot spots' from a security standpoint. It's easy to point to countries where security issues are in the news every day. One difference between those countries and our domestic markets is often that awareness of security risks at these 'hot spots' is extremely high."

According to Paul Moxness, people at vulnerable destinations know what the threats are, regardless of whether it relates to terrorism, crime and/or diseases, as these people confront the dangers on a personal level every day. The hotels must have visible measures in place as a step towards gaining contracts with corporate customers.

"At places we perceive as safe, things happen more slowly and can change over time as we become complacent. We tend to trust the local authorities and that they deal with issues, but we tend to forget that anything can happen, anywhere, at any time."

Paul Moxness says they have noted that so-called risk-assessment companies have begun to raise the risk level of many European cities to levels that can, for example, be compared with cities in the Middle East.

“We have focused on this for several years. Our self-assessment programme and the new agreement with Safehotels helps us to maintain our focus, so that we avoid falling into the complacency trap.”

Every day there are many guests and companies staying at the group's hotels around the world. Have their demands increased in recent years? Can you deliver a higher level of secu-

strongest and weakest link. They have defined the challenge in this way:

“Maintaining suitable levels of safety and security at our hotels is dependent on every day's measures and that all employees, at all levels and in all situations, are updated and trained.”

“Technology can help, but we still need the right person in the right place to do the right things at the right time.”

“Anything can happen, anywhere, at any time”

rity than before?

“Yes, but what we are not really seeing is a good connection between certain demands on our checklists, which the hotels are requested to fill in, and what actually contributes to increasing security in a certain place. Documentation of what we do and the agreement with Safehotels means more and more companies will trust that their employees are secure with us.”

An everyday perspective: More and more hotels are putting combination locks on room doors and on the hotel's toilets to prevent unauthorized people getting in and causing problems. How do you view this development?

“Technical developments contribute to raising the bar for security at hotels. We look at, and evaluate, issues very thoroughly, but we are also very aware that just buying a new technology does not mean you can relax and think that the problem is solved.”

Paul Moxness comments that their guests are always potentially their

It is clear that there are employees on duty around the clock at a big hotel, but how is security work carried out behind the scenes?

“The number of employees we have at any given place and time is based on operative needs and risk assessments. We don't comment on specific numbers, as these can change.”

At group level there is a dedicated team of the company's security staff whose sole task is to provide support for the group's hotel activities. This can be provided via information and guidance or on site with physical support, depending on the hotel's needs.

Being a part of Carlson Rezidor also provides links to an internal global operations centre for security, which has a monitoring role and can issue warnings or information updates at any time. This is carried out in addition to direct alarms from security companies, media coverage and official government sources.

“It helps hotels to plan and prepare for possible threats and risks that can change on a daily basis. One

of our best sources of risk information is our own hotels.”

Carlson Rezidor works globally with the same basic templates for incident reporting and escalation of threats. They focus intensively on monitoring hot trends and implement preventive measures on site in order to “stay ahead of the curve”. Paul Moxness emphasizes they are very aware of the fact that incidents can happen at any time, anywhere.

“Our hotels have access to a good selection of training material. We do not want to centrally dictate about every training course that each hotel must carry out. It's preferable for this to be based on local needs, risks and requirements. All our hotels have access to Safehotels training courses.”

Paul Moxness is keen to stress two things. Instead of having a prescriptive scope for security work, in which everyone uses the same handbook worldwide – not possible with 1,350 hotels in 105 countries – they use a so-called TRIC = S formula.

“The TRIC = S acronym stands for Threat assessment + Risk mitigation + Incident response + Crisis management, Communication and Continuity = Safe, Secure and Sellable hotel rooms. It's the sum of TRIC that gives us our S.”

In addition, the group has devoted a lot of work to ensure their programme actually helps hotels.

“We try to think and talk like hotel owners when we provide internal guidance and support. If you care about people, their possessions and the world we live in, we become better at looking after people, our possessions and the world around us. That is what safety and security is all about.”



Safehotels Joins UN PRIVATE SECTOR PARTNERSHIP

SAFEHOTELS Alliance has been invited to join the Private Sector Partnership on disaster risk reduction initiated by the United Nations Office for Disaster Risk Reduction (UNISDR).

The 107 private sector partner's work together to implement the global targets set out in the new global agreement, the Sendai Framework for Disaster Risk Reduction 2015–2030, adopted at a UN World Conference in March, 2015.

Safehotels is, through its regional offices in Europe, Middle East, Asia, Africa and USA, ready to promote disaster risk reduction and support the implementation of the Sendai Framework by working with local authorities and regional tourism organizations.

Hans Kanold, CEO of Safehotels said: "We are very pleased to join UNISDR's Private Sector Partnership and to support the Hotel Resilient initiative, which is currently developed by UNISDR and its partners to build resilience in the hotel industry."

UNISDR is the UN's focal point for the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030. UNISDR brings governments, civil society organizations, universities, institutions, corporations, and individuals together to work on reducing mortality, the numbers of people affected and economic losses resulting from disasters.



Lotten Fowler, CEO, SBTi PHOTO: Hevrig Stabell

Security

SBTA'S MOST IMPORTANT ISSUE

THE SWEDISH Business Travel Association, SBTA, asked its members what their managers and executives thought was the most important matter to focus on. The answer was: security issues.

Lotten Fowler, the CEO of SBTA, says the organization has about 250 member companies. The major company group, SBTA Global Network, currently has 12 globally active companies.

Is it possible to estimate how many hotels your members have agreements with in Sweden, Europe and worldwide?

"That's virtually impossible, as we have such a large mix of member companies. There is everything from authorities that visit small Swedish destinations to multinational companies that, for example, travel to cities in China which you and I have never heard of," says Lotten Fowler.

It almost goes without saying that we think about higher security when we travel internationally, but statistics show there are just as many incidents in Sweden, a country that is perceived by most people as safe.

It was ten years ago that security was tightened at all the world's airports, including Sweden's. However, many North Americans view the Nordic countries as a high-risk area since the caricature cartoons in Denmark and the "roundabout dog" installations of artist, Lars Vilks. Is it time for more hotels and meeting facilities to raise security standards?

"In general, I believe there is considerably high confidence in how Swedish hotels approach security. Our authorities' requirements are

many times higher than in most other parts of the world. What I think can make the difference is the education and training of personnel, and it's here where investment is sometimes lacking."

The time factor in alerting guests to alarms is perhaps the most significant issue in the case of a fire. Do SBTA's members place their employees as hotels that do not have night staff?

"In general our member companies are aware of security issues and probably choose hotels with night staff to a great extent. In certain small towns perhaps there is no alternative, but night staff is important precisely because of the factor you mentioned, namely time."

What do members think about communications and computer security?

"Many companies have hard firewalls and regulations concerning, for example, the use of public Wi-Fi. The issue is often one for the company's IT department, but it's my impression that travel managers and those responsible for trips are becoming more and more involved with IT and security departments regarding these issues. The informal networks within companies are tightening up."

During many years of air travel we have seen representatives of major Swedish companies reading confidential documents and discussing internal issues. It's as if they assume nobody else can understand Swedish if, for example, they fly Dubai-Hyderabad or Seoul-Amsterdam.

"Naturally, it varies from company to company, but I know that the major companies have guidelines,

for example in their introduction programme for new employees and in information on the travel portal."

Your members presumably have agreements with a global travel company. Do you consider any of the major travel companies such as Amex, CWT, HRG or Resia as more advanced in the area of security than others?"

"All international travel agencies offer some type of product, but there are also many independent players in the market that have specialized in this area. Certain companies prefer an independent supplier, others prefer the benefits offered by an integrated product."

What's your assessment of security issues at hotels?

"Hotel security is important. At a hotel, the traveller is more vulnerable than otherwise, as this is where you relax, undress, sleep and so on. During the journey itself you are probably more alert than when you have arrived and are ready to rest."

How much more important have these issues become in the last five years?

"Hotel security in itself has not really become more important, it's rather that we have broadened the concept of security. From having talked about security during the flight itself and at the hotel, we now include everything under the term "duty of care". The company's responsibility for its employees is far more in focus today. We travel more, more people travel, we travel to places we did not go to before, we perhaps travel to trouble spots regardless of whether there are disturbances or not. One

example is infrastructure investment, which carries on despite troubles in a country.”

What do you think about Safehotels certification?

“There are few areas within the travel sector that are so non-standardized as hotels. Therefore, it’s good to have guidelines and methods that make comparisons easier. Safehotels

“It varies greatly from company to company. I believe that most companies today have some kind of crisis plan, but it can differ widely. It’s difficult to compare a listed global company with a Swedish authority, or with a company that has 50 employees.”

Is security in mind when thinking about the location of hotel rooms? For example, situated near to emer-

‘best practice’ with other travel managers/trip arrangers. We also arrange seminars about risk and security.”

If something happens, how is it reported?

“In large companies it’s always reported to the security manager with copies to the travel manager if it relates to ‘during the trip’. It varies.”

What are the most important security issues for your members at the moment?

“We are talking about security and risk. How are you going to communicate with the traveller during the trip? How are you going to prepare the traveller? To what extent can, or should, we utilize existing technology for traveller tracking? We talk about integrity issues, and, for instance, what applies in different countries in terms of legislation.”

Are there instructions or rules for members when their employees are to hire a car?

“Practice differs from company to company. More and more, for example, are recommending a taxi instead of a car if you arrive late or have flown in. There are recommendations in our policy.”

How important will security issues be in five years?

“They will continue to be important. They will be discussed and developed in line with changing technology. But, I think that other parts of the sustainable approach will become more prominent, for example the issue of traveller wellbeing. How do my employees feel as a result of business travel? An important question is the responsibility to create a travel programme that does not adversely affect employees’ health and family life. It’s significant, as expertise will be a commodity in short supply. The companies that do not safeguard their employees will be the ones that stand to lose out.”

“The companies that do not safeguard their employees will be the ones that stand to lose out”

also works hard on what I mentioned earlier: education and training of staff.”

Do your members book a security-certified hotel because it has been certified by Safehotels or because they already know it is a safe hotel?

“It’s difficult for me to talk about what influences our member companies’ choices and to what degree one knows about Safehotels certification. But, I do know that hotel security is something that is always checked and documented in the choice of a hotel.”

“We welcome all developments that make it easier to compare hotels with each other. And a certification whose content is known to us makes it undeniably easier to compare one hotel with another.”

Has SBTA an agreement with SOS Alarm for its members?

“We don’t make agreements on behalf of our member companies. We are a neutral platform where everything can be discussed, but decisions and agreements are made by individual companies.”

Is crisis preparedness something that is discussed between members?

agency exits, secure fire protection and preferably on floors two to eight, as no fire ladders reach higher than the eight floor?

“I know many companies put those kind of questions in their Request for Proposal. Hotel security is one of the selection criteria. Of course, its priority can differ from company to company.”

When talking about security, is there discussion on whether companies should have a security plan?

“It’s not discussed at that level, as it depends very much on what type of company it concerns.”

How do your members regard collection for airport transfers?

“This differs a lot as well. Certain companies have only the company name, others have the person’s name, while some perhaps have a booking number.”

Do you offer members training in security matters?

“We have offered *Safe Travel* courses in cooperation with companies such as Safehotels. Many companies have internal courses, but we consider that it can be good to discuss

Max Cheli, Medina Palms, Kenya:

“SECURITY IS A PRIORITIZED ISSUE”

“No one wants to take risks when you book a hotel for one of your employees”

MEDINA PALMS is a Kenyan hotel and villa complex situated by the Indian Ocean in Watamu. It is an exclusive destination situated in a remote part of the country.

Max Cheli, CEO of the facility, states that security is a prioritized issue, and that they make major investments in training for every department. The training process, which includes health and security, also plays an important role in employee induction and selection of personnel. As a part of the facility's CSR initiative, the majority of employees live in nearby villages.

“These are very important issues and we give them high priority. We have spent a long time looking for an accreditation company for our security that gives us an effective and proactive support system, which means that we can fulfill international requirements that guests, travel managers and company managers set for us,” says Max Cheli.

During his search for a professional company in security certification, Max Cheli discovered that Safehotels

already worked with the Sankara Hotel in Nairobi.

“We know the Sankara has a high quality standard, it's one of the leading hotels in Nairobi, and that's a sufficiently good business reference for me. In today's international political climate, security is definitely one of the most important issues.”

Medina Palms has started the security certification process. As soon as the certification is issued and reviewed by external auditors, the message will be spread.

“The entire world will come to know that the hotel has been security-certified by Safehotels. It gives us a platform that means we can increase occupancy rates next year, and in the years ahead.”

“Apart from the business aspect, as CEO I also have a legal responsibility. An annual inspection gives us a clear goal to strive for and an aim to continuously improve. In addition, travel managers can be assured that we maintain a very high standard of security, because our employees are so well trained in security issues.”

In terms of meeting spaces, Medina Palms has about 5,000 m² of space, including a 300 m² ballroom. There are other meeting rooms with capacities ranging from 22 people up to 150 participants. Events include board meetings, conferences, incentive trips and company gatherings. The beach is rated as one of the ten best on the Indian Ocean and is frequently used for a variety of events.

“Travel managers and business travellers want peace and quiet as a basic precondition for booking a hotel. No one wants to take risks when you book a hotel for one of your employees. The issue is even more important for Medina Palms as a destination, due to its geographical location,” says Max Cheli.

“The certificate shows the hotel takes a preventive approach to minimize risks and is prepared if something does happen”



Certification **HOW IT WORKS**

HANS KANOLD is CEO of Safehotels Alliance, an international certification and training company for the hotel and the meetings industry that works in cooperation with a global network of experienced security consultants.

Today, the company works with well-known hotel brands such as Carlson Rezidor, Accor Hotels, Design Hotels, Marriott, Scandic Hotels, Choice Nordic Hotels, World Hotels and Coco Palm.

“Now it’s easier to identify hotels that have the right approach to security issues. The certificate shows the hotel takes a preventive approach to minimize risks and is prepared if something does happen,” says Hans Kanold.

When a hotel gains a security certificate from Safehotels, it simplifies communication between the hotel and the company in negotiations. The hotel also undergoes a third party audit. Subsequently, there is an annual inspection, which in itself creates continuity in security work.

Hans Kanold explains that certification acts as independent support for management, and that the quality marking generates ROI for security-related investments. In addition, it is also a hallmark of quality for the hotel.

Fewer incidents happen as security-certified hotels, which means that costs are kept down. It also strengthens the brand and shows that you, as a hotel owner, care about your guests’ and customers’ well-being, comments Hans Kanold. Gaining certification is also an advantage from a market perspective.

“You create a competitive advantage over other hotels, and that in

itself is a mark of quality, a so-called Trust Symbol.”

“It’s also a new sales argument that everyone understands and a marking that gains attention and means something.”

According to Hans Kanold, one of the biggest benefits for companies and organizations in the meetings industry is fast access to information about which hotels are certified.

“You know that it’s a third party audit carried out by an independent source and is therefore comparable with other inspections that are carried out. It’s easier to identify hotels that work in accordance with best practice. But it’s also important that, as a buyer, you can reduce your, and the company’s, need to carry out your own checking routines. This is something that saves time and money for companies’ travel managers.”

Hans Kanold considers that another benefit of certification is that it creates a communication tool between the hotel and the guests. It creates security for the guests and for the hotel’s employees.

“It not only shows the hotel takes a preventive approach and has preparedness in the event of an accident, but also that the hotel has the capability to increase security if the threat level rises.”

Quality marking is divided into seven phases:

1. Presentation of the certification process.
2. Review of the hotel’s documentation.
3. Evaluation via the test procedure.
4. Interviews with employees.
5. Reporting.

6. Working process.

7. Return visit, review of certification.

When the hotel has achieved what Safehotels considers a satisfactory level, it gains its certificate. Subsequently, an annual inspection is carried out to show the standard has been maintained at the same high level as the original quality marking.

Hans Kanold gives some examples of what is involved in gaining The Global Security Standard certification.

It includes signs, training, documentation, organization, maintenance, alarms, lock systems, medical equipment, routines for recruitment and evacuation, fire training, incident reporting, follow ups, collection of information, crisis management, the ability to strengthen security and how to write a report.

Many aspects are involved in a certificate issued by Safehotels. It requires extensive cooperation for an annual inspection, as well as writing a report listing measures to be implemented. And, it also involves an SSA site, which is a document bank on the web.

“The site is web-based to enable systematic fire protection work and exposure on the Safehotels home page. It includes signs for the lobby, diplomas, access to logos etc. for hotels’ own marketing, information for guest rooms and exposure via our activities nationally and internationally.”



“We Develop Through COMPLEX SECURITY SOLUTIONS”

HOTEL GOTHIA Towers in Gothenburg was already Sweden's largest hotel before it was decided to build a third tower and add a small inside hotel to one of the existing towers. With over 1,200 rooms, Gothia is also one of Europe's largest hotels.

Gothia Towers was one of the first hotels to be certified by Safehotels. Daniel Stenbäck, CEO of the hotel, says Safehotels contacted them in late 2001 and presented an interesting concept.

“It was a natural step to be certified, as security was already a strategically important area at that time,” says Daniel Stenbäck.

He points out that security issues are important for both corporate customers and hotel guests. But, the issues vary depending on who the customers and guests are.

“We have guests who choose us because of our excellent security work, but then there are guests who don't attach any value to security whatsoever.”

Daniel Stenbäck considers that to be a competitive and attractive hotel,

it is important to offer qualitative security solutions.

“Security issues are becoming more significant, both for us at the hotel and for our guests. We are seeing a clear increase. The limits are shifting all the time and we normalize events and behaviour today that just a few years ago were improbable or unacceptable. This means that the preparedness and flexibility to face them must be higher.”

“It's time to think more globally than locally when it concerns security, but it's also important to have respect for the guests' reality. Security exists to create assurance among the guests, therefore we need to understand which of the guest's requirements must be fulfilled to make that person feel secure. Seen from that perspective, it's generally time to raise the standard of security.”

What was previously seen as leading-edge thinking in security are today's hygiene factors. Today's greater demands mainly relate to special solutions to be included in a stay. As an example, Daniel Stenbäck says

measures such as attendants, reception and cordoning off are expected as a part of the hotel's service for people who require high security. In general, trends point to a need to protect our assets better and to limit accessibility to some extent.

“It's also a natural consequence of our geographical location. As a large city hotel we are automatically in an exposed situation. There is a choice to be made between wanting to be a public meeting place or a more closed off environment. We have chosen to be part of the public space with welcoming environments, which sets high demands on our employees to be alert and security-conscious. Technology is definitely our aid for the future, with the telephone, above all, as our most important tool for flexibility and security.”

It goes without saying that personnel are on duty around the clock at a large hotel, but what about security work behind the scenes?

“We ensure that personnel are involved in security work. It's difficult to achieve success over time other-

“It’s time to think more globally than locally when it concerns security”

wise. We have an internal security department consisting of three people, but overall there are about 12 man-years devoted to working on security.”

Gothia Towers and Svenska Mässan have a joint crisis management organization that is convened by calling an internal alarm number. The organization has two levels. An assistance group gathers to assess the situation and can subsequently choose to convene the crisis management group via a call to SOS Alarm. Thereafter, the crisis management group has three pre-selected management sites where the command function can be set up.

The hotel has a well-established crisis management plan that is regularly practiced through scenario exercises. This was done most recently in early September with exercise leaders.

As Gothia is an integrated hotel and a meeting place hosting many large and small events, it is of the greatest importance to have committed and knowledgeable employees. This means they have access to several courses, which are held every year. There is also a joint one-day introduction course, which is run twice a year for new employees. In addition,

there are also several advanced training courses.

There are fire protection courses at three levels, depending on work role, and DCPR (Cardio-Pulmonary Resuscitation with Defibrillator) training for employees in front of house positions.

“We also have courses on threats and violence as well as crisis response/crisis management. There are also courses in what we call general security, which offer the respective departments security training adapted for their specific areas of work.”

Daniel Stenbäck explains that regarding new employees, it’s very important to work closely with the HR department to create transparency and a systematic approach for recruitment processes, as it is the respective department manager’s responsibility to ensure the new employee has the required security expertise.

If complementary training is required, this is managed within the organization, as the security manager can adapt the training according to existing needs. The aim is to be able to guarantee security in all its aspects within the existing frameworks.

“That’s of course with the provision that there will be more security technology with the hotel’s expansion. It requires an even more dynamic organization, as with more guests, the hotel’s minimum manning level increases.”

Daniel Stenbäck concludes by saying that the best basis for creating a good culture for security is the possibility to work actively on security matters in everyday routines.

“We do this, as we often host people and events that require complex security solutions. It’s through these that we continuously develop and challenge ourselves.”



Strategic Agreement

WITH THE ASIAN RUGBY FOOTBALL UNION

THE SWEDISH Safehotels Alliance has signed an agreement with the Asian Rugby Football Union, ARFU. The strategic collaboration means that Safehotels will ensure that players and team officials always live at security-certified hotels during their tours.

The Asian Rugby Football Union undertakes 30 tours per season in the region with over 4,000 players and officials travelling in the 29 member countries. The area is vast – over 44 million km² with just over three billion inhabitants.

“Global sport today is big business. International organizations, such as ARFU, share the same worries as other industries around the world concerning security for its players and teams,” says Hans Kanold, CEO of Safehotels.

He considers that in the long term this is also good for Swedish business travellers, as they are beginning to ask for Safehotels security certification at Swedish hotels. Now, business travellers can also begin to find more certified hotels around the world.

Trevor Gregory, President of the Asian Rugby Football Union, says the agreement shows the union is taking its travellers’ concerns seriously.

“Security issues are becoming more important for our players and

officials. Our cooperation agreement means that, as far as possible, we use hotels certified by Safehotels,” states Trevor Gregory.

Hans Kanold considers that the collaboration means they can show that it’s not only the Asian rugby family, but also other international sports organizations that want to see the hotel, meetings and events industry invest in the security of their guests. Hotels that are members of the Safehotels Alliance become a prioritized partner for other important organizations around the world.

According to the agreement, the Asian Rugby Football Union will work towards more hotels in Asia becoming security-certified in accordance with the Safehotels model. The aim is to create a broad range of certified hotels in Asia in order to help develop and expand *The Global Hotel Security Standard* throughout the region.

“The security of our players and officials is the highest priority for the Asian Rugby Football Union. This collaboration helps us to ensure that the official hotels for our tours and events around Asia share our view on security,” says Trevor Gregory.

Safehotels is aiming to become a global company in security certification for the hotel and meetings

industry. The company has certified security at hotels in countries such as Norway, China, Turkey, the Maldives, United Arab Emirates, India, Qatar and Kenya.

The company’s business concept is to evaluate and enhance security at hotels and meetings facilities around the world and to certify the hotels that live up to the company’s security standards.

In order to address growing concerns about hotel security among many of today’s business travellers, Safehotels has created an objective third party evaluation of business and meetings hotels’ security standards worldwide. The extensive evaluation covers all significant aspects of hotel and meetings security.

Safehotels has also produced *The Global Hotel Security Standard* in order to meet requirements for measuring hotel and meetings security, and to fulfill the demands of more and more business travellers who want to see a global security standard for hotels. The standard includes independent assessments from travellers and partner organizations in its analysis of hotels and meetings facilities worldwide.



“Every Crisis HAS ITS OPPORTUNITIES”

SAFETY and security are important issues, today – perhaps more than ever before. That is the opinion of Bert van Walbeek, who points out that the issues of finding the right employees and crisis management are very closely connected.

As one of the best-known “Masters of Disasters” in Asia, Bert van Walbeek has spoken about crisis prevention and recovery management for 45 years. He recently gave a talk to an audience of 700 buyers and suppliers, entitled *What else can go wrong, are we still in the people business?*

In cooperation with the PATA organization, he has produced an information brochure on risk and crisis management called Expect the Unexpected. He developed the organization’s first courses on the subject in 2006. His company, The Winning Edge, is currently managing several risk prevention projects including crisis management in Bahrain, China, Taiwan, Macao, Malaysia, Mauritius, Pakistan and Thailand.

Bert van Walbeek found out about the Safehotels Alliance when he was participating in a UNISDR (UN Office for Disaster Risk Reduction) meeting in Manila about a year ago. It was shortly after the devastating typhoon, Haiyan, which killed thousands of people in the Philippines.

At an ancillary event in conjunction with the meeting, he moderated and led a discussion on whether it is possible to make hotels safer. In the days before the meeting he searched for ideas on how to increase security and new approaches among hotels and hotel organizations.

In order to make the security work more in-depth, he created a small working group.

“That’s when I found Safehotels and realized they had a more detailed approach to security, as well as a broader perspective. I immediately saw that there were mutual opportunities.”

Bert van Walbeek realized at an early stage how important security issues and security functions are – for business travellers, their travel managers, travel arrangers and hotel owners. He considers that security-related issues are one of the three most important current criteria when business travellers select somewhere to stay, along with accessibility factors and getting value for money.

“In Asia this is a big challenge. Guests, congress and meeting delegates, as well as tourists, want to feel safe. However, they would prefer not to notice security measures or feel surrounded by visible guards or security personnel.”

Major destinations are vulnerable in terms of safety and security. The continuous flow of people at a big city-centre hotel, for instance, can make the hotel a so-called soft target.

“Maintaining a high level of customer service while also being able to guarantee security in a hotel’s public spaces is a challenge for any hotel owner. It’s hard to differentiate legitimate guests and meeting participants from people who have bad intentions.”

Bert van Walbeek says that many hotels around the world keep up some kind of image: if the city is relatively safe, this means our hotel is safe. We know it doesn’t take very much for that image to be shaken. He points to today’s big football matches as one example.

“It only takes an instant for a club’s image to be shaken to its foundations if something has gone wrong. And the same thing applies to successful hotels. Too many hotels live in the belief that ‘It won’t happen to us’. If you close your eyes, ears and other channels for information, you definitely won’t see anything at all.”

Regarding Bangkok and Thailand as markets, Bert van Walbeek uses his favourite expression: “Every crisis has its opportunities.”

“Too many hotels live in the belief that ‘It won’t happen to us’”

“We have great opportunities, especially when you think that crises are increasing in number and extent in Thailand. Thai culture is still very much based on ignoring risks. Instead, there is a hope that fate and chance will sort out any unpleasant situations.”

He illustrates this with another example: why does someone not wear a helmet when driving a motorcycle? Despite many motorcycle accidents causing injuries and deaths, most motorcyclists drive without a helmet.

“It’s because the issue isn’t understood” because in any case, it won’t happen to me”.

Even so, perhaps change is in the air. Bert van Walbeek notes that the meetings and event industry, including the entire hotel sector in Thailand, has begun to realize that with ever more frequent crises facing the country, something has to be done.

However, most of the security programmes on the market are either too expensive or complicated, which is why they are ignored.

“The biggest advantage of the Safehotels certification process is that it can be implemented in stages, and that the investment is acceptable for hotels and/or arenas.”

Other general, challenging issues that Bert van Walbeek mentions are changes in behaviour, expectations and the increasingly disruptive technology that surrounds us. He also mentions the negative publicity created by natural disasters, disturbances and the increasing number of transport-related accidents.

“Ensuring that the consumer’s understanding is factual, balanced and timely is not only a compassionate duty, but also a business challenge.”

It concerns equipping every individual, so each person is able to actively and positively manage their conditions, he explains. It is also about creating a result that increases the customers’ and employees’ confidence, and also makes it possible for organizations and sectors not only to meet the challenges, but also to stand stronger than ever before.

“Today the issues of finding the right employees and crisis management are closely linked. Safety and security are more important issues today than ever before.”

Bert van Walbeek says the Safehotels certification solutions and courses help to answer the question of “how” in an easier way than ever before.

“The major changes happen when owners and management begin to realize that the brand that has been built up over the years is a part of marketing. When safety and security do not work properly, it can rapidly have a disastrous effect on business. Unfortunately they need to suffer, precisely as we are now doing in Thailand, before they see the light.”

The launch of a partnership between Safehotels and The Winning Edge means that an entirely new perspective on hotel security is reaching Asia. However, Asia is vast and has many different cultures.

Bert van Walbeek believes that this creates a need for a large network of partners, a necessity for everyone to speak and understand the local language, and a requirement to be relevant concerning regional disasters.

“When we have achieved success in Thailand, the word will spread quickly to our neighbouring countries Burma, Laos and Cambodia. Today, Asia accounts for 21 per cent of hotel rooms globally, estimated most recently in 2012 at almost three million. There is certainly a lot, or rather an enormous amount, to do.”

Get involved and gain Global recognition - become certified by Safehotels Alliance



The Global Hotel Security Standard[©] - Global presence 2015;

Abu Dhabi | Bahrain | Belgium | Denmark | Dubai | Egypt | Ethiopia | Georgia | Germany | Holland | Italy | Jordan | Kenya | Kuwait | Lebanon
Maldives | Norway | Oman | Qatar | Russia | Saudi Arabia | South Africa | Sweden | Switzerland | Tunisia | Turkey | United Kingdom | Ukraine | Zambia

New destinations to be added

For more information contact us at info@safehotels.com | www.safehotels.com

safe | hotels



A Milestone for Security

AT SANKARA NAIROBI

SANKARA NAIROBI is the first hotel in Africa to be certified in accordance with the Safehotels security standard. They have gained the quality marking due to their leading-edge expertise in crisis management and security. The hotel is also the first ever to achieve 200 points in an audit, which means they have received both certification and the Trust Symbol.

Moshi Perer, General Manager of Sankara Nairobi, sees certification as a milestone in the hotel's development. The aim is for the hotel to be world-class in the area of security.

"Certification is very important for us. It helps us to maintain a high service standard and clearly shows our guests that their needs are our number one priority."

According to Moshi Perer, the quality marking indicates an approach to security that creates greater assurance for international travel managers when looking at hotels for their meetings and negotiations in Nairobi.

"Now they have a reference point they are familiar with and norms that correspond to their requirements. It helps them to focus on the other con-

veniences and services that the hotel offers to match each guest's needs."

Moshi Perer sees the annual security inspections as significant for overall security. Focusing on the guest experience helps the hotel to advance, so that it maintains the highest international class in all respects. It also helps the hotel to be at the forefront of development in the industry.

"The training element in the developing security process at the hotel is also very significant, as it helps our employees get a better understanding of the certification. In addition, they get further training in the systems and security measures that have been introduced."

Since 2011, Sankara Nairobi has also been certified in accordance with Hazard Analysis Critical Control Point, HACCP – again, the first hotel in Sub-Saharan Africa to achieve this. Certification is globally recognized as one of the most rigorous and extensive preventive food safety systems in the world.

Andy Williams, Global Operations Director of Safehotels, says that the company was created because se-

curity is one of the most important issues for today's international hotel and meetings industry.

"Safety in food handling is a major issue, especially for hotels, and should be taken with the utmost seriousness," he says.

Often, it is lack of time and the absence of rapid measures that impede progress towards meeting the growing need for safety and security in the global meetings industry.

The Safehotels solution is to provide an objective third party evaluation of the security standard at business hotels and meetings facilities worldwide. It covers all significant aspects relating to security for hotels and various types of meetings.



ICCA Publishes Guidelines ON CRISIS MANAGEMENT FOR ASSOCIATIONS

IN COOPERATION with Safehotels Alliance, ICCA has launched a new white paper designed for association executives and meetings management companies to plan, prepare, manage, and recover from any crisis situation.

The objective of crisis management is to develop structured solutions to crisis and emergency situations by allocating and utilising effective resources to ensure minimal impact to people, reputation and assets in this order of priority. The new white paper does not only provide crisis management direction and guidelines to association executives, but is also aimed at meetings management companies an association is engaged with, for example Association Management Companies (AMCs),

Professional Congress Organisers (PCOs), Destination Management Companies (DMCs), Hotel and Conference Venues.

ICCA CEO Martin Sirk: "I've frequently stated during presentations that "there is no such place as a safe destination", but that doesn't mean that association meeting planners, PCOs, destination marketers, and venue directors can't work together to help mitigate risks and prepare to deal effectively with unexpected crises. Planning, foresight, great contingency preparation, understanding how to communicate internally and externally, and, perhaps most critically, teamwork are all covered in this new ICCA document, which we hope will enable international association meetings to safely navigate an ever

more complex and challenging global environment."

There are two complementary forms of crisis management – operational and communications. Operational crisis management focuses on the practical organisation and arrangements to deal with a crisis with a priority on people and assets. Communications crisis management focuses on handling public relations and the media with a priority on reputation.

The operational guidelines have been provided by Andy Williams of Safehotels. The guidelines illustrate the main components of a Crisis Management and Emergency Plan, planning and preparation for a crisis, examples of what designates a crisis situation, roles and responsibilities of

“There is no such place as a safe destination”

a Crisis management team, an Appendix with practical guideline templates and links to useful resource and information.

Safehotels Alliance AB is the originator of The Global Hotel Security Standard ©, and provides independently verified security and safety certification for hotels and meeting venues with regards to:

- Hotel facilities and safety services
- Process, procedures, training and management
- Security equipment
- Fire equipment
- Fire procedures & training
- Risk prevention and crisis & recovery management

The Safehotels Alliance's certificates allow hotels and meeting venues to communicate their level of safety and security, making them an easy choice for safety concerned guests and more comfortable for its guests and participants.

The crisis communications guidelines include “Managing the media” by regular ICCA Congress speaker Tina Altieri of Media Australasia Xchange (MAX), as well as an article by ICCA's Communication Strategist Mathijs Vleeming, called:

“Reactive or proactive? Seven factors for effective crisis communication for international meetings”, including a crisis communication checklist to prepare before an event, which has also been published *MeetingsPR.com*, a blog about PR and social media in the meetings industry, supporting the ICCA Best PR Award.

The appendices include 2 ICCA case studies on how ICCA has dealt with a specific communication around potential crises involving an outbreak of dengue fever before the 2012 ICCA Congress in Puerto Rico and geopolitical challenges related to ISIS and Ebola at the 2014 ICCA Congress in Antalya, Turkey, as well as an article on “Mastering the Media: When the media spotlight is on you in times of crisis”.

Photo: Martin Sirk, CEO of ICCA, Ksenija Polla, Director Association Relations and Hans Kanold, CEO of Safehotels launch the new Crisis Management Guidelines document at IMEX in Frankfurt.

The Crisis Management Guidelines are part of a series of ICCA publications, specifically designed for the international association community to assist organisers and delegates running more efficient and

effective meetings. Associations can download the document by registering for the ICCA Association Portal on www.associations.iccaworld.com – a unique online platform providing a safe environment through which Association Executives could get in touch with peers to exchange valuable advice and information on their meetings. ICCA members can download the publication from the My ICCA section on www.iccaworld.com.

Download Crisis Management for Meetings from goo.gl/hOhLKN





Professor Paraskevas:

“THE INDUSTRY HAS TO GO THE EXTRA MILE FOR SAFETY AND SECURITY”

AS AN ACADEMIC, he has been involved in the field of risk, crisis and security for more than 10 years and has worked on numerous projects with hotel groups. He is also a member of the largest global industrial security professional organization, the American Society of Industrial Security (ASIS). Professor Alexandros Paraskevas, a professor of Strategic Risk Management, has a PhD in Crisis Management from Oxford Brookes University. Today, he is the Chair of Hospitality in the International Centre for Hotel and Resort Management, part of the University of West London. We met Professor Paraskevas to discuss safety and security in the meetings and events sector but also the wider hospitality industry.

How high on the agenda are safety and security issues in the global meetings and events industry?

“When it comes to ‘mega-events’ and perhaps festivals, safety and security is always high on organizers’ agendas and this has been the case for a few decades. I believe that it’s also quite high on the agendas of meetings, incentives and conventions organizers, but perhaps not as high as it should be,” says Professor Alexandros Paraskevas. “For example, I came across a relatively recent study on ‘mega-trends’ that will be shaping the meetings and conventions industry

until 2030 and was delighted to see that safety and security were included as topics. I was slightly disappointed though when reading the report to see that ‘safety’ was mentioned only four times, just as a title. ‘Security’ was linked more with ‘information security’ – which is a very legitimate, but not the only point of concern – and broadly with technology, for instance the use of robots for “cleaning, security or other routine work”. In the same study, 42 % of the respondents (all experts in the MICE sector) felt that security is an issue that may strongly influence the industry in the coming years and a further 26 % felt it will influence the sector, but less strongly. I’m not too sure about how to interpret these results. Should I be happy that 68 % of the expert respondents realize that security is, and will be, a serious challenge for the industry or worried about the 32 % who don’t think it is? Or that in one part of the report, security features between ‘cleaning’ and ‘other routine work’? Of course, this study concerns only one European destination and not the global industry, but this destination is a mega-destination for meetings and events, and reflects the thinking of a significant part of the industry.”

Are there any companies and organizations that are taking the lead on safety and security issues?

“The topic of ‘safety and security’ cannot be ignored and every day we see reminders in the news of why that is so. Therefore, professionals in the field will always have safety and security issues on their checklists. The question is whether these issues are the right ones and whether they are just to be ‘ticked’ or to be scrutinized. There are those professionals who approach the matter purely from a compliance perspective and those who are actually going the extra mile for the safety and security of their staff and clients. Particularly when it comes to safety – because we treat these two topics together, although they are distinct – the regulatory systems vary from country to country. Organizations with a ‘compliance mindset’ will vary their standards accordingly, whereas the ones that are actually running their businesses responsibly will have standards and requirements of the highest level implemented globally. This is not an easy way to do business, but there are a few good companies that strive to achieve it.”

How much more important are safety and security issues today compared to five years ago? And why?

“Safety has always been important, but more recently it has become a norm that’s taken for granted, something that’s no longer expected,

“Third party certifications are a form of quality assurance”

but rather demanded by any service provider. In the past we had accidents that were attributed to bad luck, human error or acts of God and companies would more or less get away with them with few repercussions. They cannot do that anymore, even if the legal consequences in the aftermath are not so serious. The recent example of an accident in a resort hotel in Greece involving a major tour operator, says it all: the court of public opinion will be ruthless in many cases and it will get more serious in the future. The larger companies will step up their game because of social pressure and the smaller ones will have to follow suit if they don't want to lose business. This is relatively straightforward because employee and customer safety are static risks that can be managed with reasonable effort.”

“Security, on the other hand, is a more dynamic and complex risk because here you normally have to deal with an adversary, whether it's a criminal, a hacker, a lone-wolf or a terrorist group, who are becoming more and more sophisticated. The measures that you take today may not be adequate tomorrow and this is why companies should not be complacent

in this matter. Clearly, and despite the study I mentioned earlier, security can never be classified as “other routine work”. I am glad, in a way, that the professionals in this study see information security as important, because this shows they recognize the exponential growth of this threat over the past few years. However, with the global geopolitical situation, the terrorist threat is growing at the same speed, if not faster, and, when you add the grave societal problems all over the world, criminality and social unrest in general are growing threats too.”

What do you think of the Safehotels Alliance certification?

“It's a very interesting initiative in the hotel industry that comes at a time when safety and security are higher on the business agenda. Although these topics were always important for hotels, hoteliers tended to be reluctant to go the extra mile and always took a regulatory compliance approach, which is not always the best one. Compliance to domestic rules and regulations will never constitute a rounded hotel safety and security strategy. Safehotels Alliance certification is based on the Global Hotel Security and Safety Standard,

which is a strategy. In that sense, it helps hotels go the extra mile by properly developing and validating the implementation of safety and security policies, standards and procedures. I understand that the 220 or more checkpoints of the certification audit points include the hotel's communication policy offering guidance for the right response to any kind of emergency, which is a huge step-up for a large part of the industry.”

Is it important to have third party certification, and if so, why?

“Third party certifications are a form of quality assurance for certain aspects and functions of a hotel. Putting aside the star ratings and other similar schemes, these certifications started over 30 years ago and involved areas such as staff development (Investors in People), quality of service (Hospitality Assured) and various ISOs, but even today the most prominent ones relate to the hotel's environmental concerns. Today, third party certifications have expanded into other areas of ‘responsible’ or ‘sustainable’ business such as the supply chain. These certifications normally assure the individuals or companies who care about these issues that the hotel meets the stand-

“A safety-conscious customer will prefer a certified hotel”

ards set by the certification provider. The more known and respected the certification provider is, the higher the value of the certification.”

With agreements such as the one with Carlson Rezidor, Safehotels certification now extends around the world. Will this mean other hotel chains have to follow suit and create their own safety and security strategy?

“I believe so. It will certainly cause some ripple effects. Of course, certification of this kind provides a certain competitive advantage in the battle to gain market share. A safety-conscious customer will prefer a certified hotel. But, I think certification may not mean much to the leisure or individual traveller, the B2C segment. Where it will really make a difference is in the B2B segment, namely the corporate segment, and, to a certain extent, in the tour operation segment. The big corporations, under the pressure of ‘corporate manslaughter’ liability for their staff, and the tour operators (travel and MICE) will certainly prefer to do business with a hotel that’s independently certified for its safety and security. In order to compete in this lucrative market, more hotels will step-up their safety and security

strategies and may eventually seek certification.”

Is there any discussion in the academic world concerning comparisons between Safehotels certification and other safety standards?

“There is some discussion about third party certification in general, but although Safehotels certification has been available for a while, it’s too new to attract such a discussion. In general, safety and security standards receive little attention in the hospitality academic world with a few exceptions, such as the work we are doing with a number of hotel and contract catering groups here at the University of West London’s International Centre of Hotel and Resort Management. It has received more attention in the events and festivals sector from the University of Technology in Sydney and for meeting planners by one or two academic institutions in the US.”

When do you think safety and security strategy will become a must for all big hotel chains?

“As an academic, I have been involved in the field of risk, crisis and security for more than 10 years and have worked on numerous projects with hotel groups. I am also a mem-

ber of the biggest global industrial security professional organization. I therefore know from first hand that it’s a “must” for all hotel groups, but perhaps its position varies on their corporate agendas. The main issue for many (myopic) boards is that investing in safety and security does not provide a clear return on investment. I’m sure that a number of executives will look at third party certification on safety and security more as a corporate social responsibility investment and prioritize it as such, which means “maybe in a year or two ... or more”. The more open minded will link any investment in safety and security with increased reputation capital, reduced insurance premiums and reduced claims relating to owner’s liability and employee compensation. There may be some resistance also from existing hotel safety and security executives who will need to understand that such a certification is not replacing their strategies but recognises and celebrates ‘good practice’ and offers opportunity for further improvements. The real wake-up call for all those who lag behind will come from the loss of lucrative corporate and MICE accounts, which will move to hotel groups that provide evidence

of their safety and security strategies and from the higher premiums their insurers will be asking.”

“One big challenge that hotel groups have, and will need to deal with in the near future, is the inconsistency of safety and security standards between owned/managed and franchised properties. What most people don’t realize is that these

context. Most hotel school curricula have been stripped of courses relating to safety and security. The ones that exist are mainly basic food hygiene courses and some other relevant courses are offered as electives. Let’s face it: safety and security are the least ‘glamorous’ functions in the hospitality field for someone to study. Until there are culture changes at

activist protests or terrorist attacks. These risks are important today and will become even greater challenges tomorrow.”

Looking five years ahead – how much more important will safety and security issues be then?

“I can look back 30 years to when I started working with Marriott. At that time, the security officer was in charge of chasing prostitutes out of the hotel, checking the expiry date of fire extinguishers and perhaps searching staff bags in case someone stole hotel property. Today, we have to deal with all the safety and security issues I described above – and more. For example, a couple of years ago I was working with a hotel group on safety issues when the Tohoku earthquake hit Japan, where it had over 30 properties, a call centre and a corporate office. We were ready to deal with the earthquake, we had safety standards in the event of a tsunami, we had business continuity plans in place for the corporate office and the call centre, but we were not prepared for a nuclear threat. We had to become ‘experts’ in this, too. Five years from now, I expect that we will have more or less the same safety risks, but more intense, sophisticated and complex security threats to deal with,” concludes Professor Alexandros Paraskevas.

“We will have more intense, sophisticated and complex security threats to deal with”

standards may vary from hotel to hotel. Franchised properties are not obliged to comply with all the safety and security standards of the brand they have as a flag, and as a result two properties under the same flag may have completely different standards. If something goes wrong, it’s the hotel operator, not the brand, who is legally liable. However, guests choose a hotel because they trust the brand, not its operator. This is something that the industry will need to address and fairly quickly.”

Do you see a growing demand for training in safety and security matters? Which areas will be covered first?

“Many hotel companies have developed their own training schemes or rely on consultants such as fire engineers, environmental officers and former military or police officers to develop their programmes and strategies. Organizations representing security professionals also offer a number of courses to their members and people who are interested. There are professional courses available, but not many in a hospitality industry

board level regarding this area, it will not be at the top of anyone’s agenda.”

What are the most important safety and security issues in the global meetings, events and hotel industry today and in the future?

“Safety risks are static and based on specific hazards, so they do not change dramatically over time. Fire safety and food safety are the most important ones, followed by occupational health and safety for employees, and premises usage safety for hotel guests, and meeting and convention delegates (slips, trips and falls, room safety, pool and leisure facilities safety, etc.). Security risks are more dynamic and based on evolving social, technological and geopolitical threats. This can vary from financial criminal activity (petty theft, fraud in various departments of the operation, counterfeit tickets and coupons) to ‘serious crime’ (child prostitution, forced labour by contracted agency, murder of guests and employees by an active shooter), data breaches and hacking of business networks (customer credit cards, denial of service in reservation’s website) and



Park Inn Zurich Airport

NEWEST PARK INN TO GET CERTIFIED

SO FAR SEVEN Park Inn by Radisson have achieved the internationally recognised Safehotels certification. The properties mark the inauguration of certifications within the Carlson Rezidor Hotel Group, who operate the Park Inn by Radisson and Radisson Blu hotels around the world. The latest Park Inn Zurich Airport just received its certification and you can see their happy faces in the picture above.

In 2015, over 70 selected Rezidor hotels in Europe, Middle East and Africa will undergo the Safehotels certification process. Its safety policy covers fire protection, CPR and first aid training for all the staff, emergency evacuation procedures, operating and maintenance plans and procedures for hotel suppliers and contractors. Conference and restaurant safe-

ty involves food and alcohol storage, guest service and security. In addition, daily inspections check emergency exits, escape routes, alarms and overall security throughout the hotel. Furthermore, the guest's identity and privacy are protected by the hotel's 24-hour reception staff.

Being awarded Safehotels Alliance's certification, demonstrates that a hotel focuses on key elements of guest safety, personal property and is able to provide the right response if an incident or any kind of emergency occurs during a guests stay.

"Safety & Security play an increasingly important role for all global businesses. The agreement with Safehotels allows us to further develop our industry leading safety and security programme and to create additional value for our guests,

staff and owners", said Paul Moxness, Vice President, Safety & Security at Carlson Rezidor Hotel Group.

"Safehotels certification confirms that the hotel focuses on key elements of guest security relating to personal property and has appropriate response plans if ever there is an accident or any kind of emergency. The certificate shows the hotel is sincere in its guest's personal well-being. Being independently audited and certified yearly by Safehotels strengthen the value of that communication immensely. The Carlson Rezidor Hotel Group has taken the already high level of internal precautions one step further by signing with Safehotels," says Hans Kanold, CEO for Safehotels Alliance AB.

Safehotels Alliance ce to The Global Hotel



SAFEHOTELS ALLIANCE AN INTERNATIONAL NETWORK OF HOTEL SECURITY EXPERTS

Some of the Items and sections included in the annual audit certification according to The Global Hotel Security Standard®

Signage
Training
Documentation
Organisation
Maintenance
Alarms

Locking systems
First aid equipment
Recruiting routines
Evacuation routines
Fire training
Incident reporting

Follow up
Network/intelligence
Crisis management
Ability to adjust security
Report writing
First aid training

rtify hotels according Security Standard®



Safehotels Alliance is an international certification company for hotel and meeting venues. Safehotels certify hotels according to The Global Hotel Security Standard®.

The certificate based on an in-depth Safety & Security Audit annually, makes the communication between Travel Managers, Tour Operators, Business & Leisure Event organisers and all other buyers of hotel and meeting venues services easier.

Travel industry stakeholders are now able to identify hotels that follow "Best Practice" when it comes to security equipment, staff awareness & training, fire security and first aid.

safe | hotels

www.safehotels.com
info@safehotels.com



Andy Williams:

WHAT'S YOUR RISK APPETITE?

TAKE A LOOK at the CV of Andy Williams and it shows he started working as a policeman in London in 1988 and became an investigator of serious crimes, but decided after six adrenaline-charged years to change his career path. He chose the hotel industry – it felt like a “crossover” – and discovered that security work at a hotel is exactly like a small community: running 24 hours a day, seven days a week, 365 days a year.

Andy Williams has been a security manager for several hotels in London. For three years he worked at The Grosvenor House Hotel Park Lane, the city's largest meetings and banquets hotel, which takes up to 5,000 participants at major events and 2,000 people for a formal sit-down dinner. In 1998 he became a security manager for Marriott, recruiting and training security teams from scratch, and creating guidelines and routines for security from the start, instead

of inheriting them. It was here that he also introduced the concept of the security team's work being first and foremost about hospitality.

Five years later Andy Williams became head of security for Marriott's eleven hotels and clubs in Britain. At the same time, the hotel chain took over 30 hotels, which meant that he introduced security routines and trained 10,000 employees to see the importance of security in relation to meetings and events.

“It was here that I gained valuable knowledge and experience of training hotel staff to think in terms of security.”

In parallel, Andy Williams' role was expanded to also manage security work for the group's hotels in Europe, the Middle East and Africa, a job he had for seven years. His duties also included responsibility for security analyses and standards for all takeovers and new buildings. He has also

had an advisory role for the British National Counter Terrorism Office, the Council of the European Union and the UN's organ UNICRI on matters such as “security in public places.”

Earlier this year, Andy Williams decided it was time to utilize his knowledge and experience in a company where he could help a larger number of people. He chose the Swedish company, Safehotels.

“In my work roles I have been tied to one hotel or brand at a time. With the expertise I have, I am now in a position that offers unlimited possibilities to share my experience. Safehotels certification is an internationally mature system that sets high requirements. I will work towards introducing it in more parts of the world.”

Andy Williams' knowledge in the area of security for meetings and events has taken him all over the

world. What are the most important issues in the meetings industry?

“A significant factor concerns allocating the right resources and infrastructure to the right place, but introducing new, fresh experience relating to events and destinations is also important.”

He explains that global security, knowledge and experience are impor-

totally removed, but you can try to minimize or control it.

“The questions companies should be asking are: How big a risk am I prepared to take? Am I comfortable with what the worst consequences can be? Am I basing my security approach on the degree of probability that the worst happens? Then I can adapt my way of thinking to the facts and create

“Many companies and organizations need more external business intelligence and need it more frequently. This means we need to be wirelessly connected more often, if not all the time. But, do we always understand the risks? Or do we sometimes overestimate them?”

On this matter, it is important that hotels, professional congress organizers, convention bureaus, destination management companies, event companies and travel agencies have security strategies in place for their organizations, points out Andy Williams:

“A strategy means forward-thinking, planning and allocation of resources. I was at a HR congress recently where the moderator said there will be five billion middle-class people worldwide by 2030. That can be seen as five billion who are everything from people in middle management to top managers at executive level. All of them will want, and need, to go to meetings and events.”

“Competition for these customers will be enormous and continue to grow. Regardless of how digitalized the world becomes, people will want to meet face to face. This means they need an approach to security that enables them to feel safe. This applies not least to new destinations, which are quickly realizing the importance of hosting international meetings. In order to do that, they always need a security strategy.”

Andy Williams explains that the new destinations in the international meetings world follow the new global market's developments and the same basic rules, but they look at the world from many new perspectives, involving great complexity and mutual dependency.

“They more often work using a forward-thinking strategy and there-

“The security team’s work is first and foremost about hospitality”

tant factors when evaluating possibilities for setting up a new destination. This is particularly relevant for the BRIC countries (Brazil, Russia, India, China, South Africa) or the latest acronym for countries that are making progress – MIST– (Malaysia, Indonesia, South Korea, Turkey). There is an enormous market for destination development and security.

Feeling anxiety in the face of change is not unusual. Part of that anxiety stems from feeling uncomfortable in terms of security and safety, he says.

“Destinations must invest heavily to create the security that must exist for positive developments within the meetings industry to continue in these countries.”

When looking at risk management and meetings, Andy Williams emphasizes you should think about what is important for you, your meeting and your company – but not only that. Also think about your staff, your property and your reputation. Ask the questions: What is the worst-case scenario? What resources do you want to allocate to the meeting in order to manage the risk? Risk can never be

resources for the people who are going to hold the meeting.”

According to Andy Williams, information theft is the aspect we think least about. In contrast, we know about, and can quantify, risks relating to fire, property theft and natural disasters. However, the company's intangible assets, where you should be thinking about information security, are a lot more difficult to put your finger on.

“What are the advantages for your staff of having a wireless network during a meeting, if someone can get access to your data traffic?”

Risk assessment is the term he uses. Does the fact that we must use a cable to connect to a wall socket perhaps mean that we lose business, because we didn't have access to a socket at that precise moment? He stresses that it is important to recognize the facts. We live in a world where wireless communication often surrounds us – laptops, smartphones, tablets. The question is not whether there should be a cable or not, but how we can be more secure in the wireless world we are increasingly involved in.

fore work in a third dimension, which gives them a lead.”

When asked to consider the five most important steps regarding crisis management, he quickly replies. “But, don’t make the mistake of limiting yourself to ‘a most important five steps approach’. In a crisis it just leads to a fragmented strategy.” He would rather consider the five most

He sees a clear connection between hospitality and security. Hospitality relates to attention to detail, to foresee guests’ needs and thereby be proactive. At its best, security is about attention to detail, namely to try and foresee what can happen and thereafter work actively on prevention.

“The two go hand in hand. Having a service and hospitality strategy

Concerning developments in the European hotel sector over the last 20 years, Andy Williams says that several positive steps have been taken regarding security issues. Improved fire security systems, technical security systems (electronic lock systems), renewed design and maintenance of public spaces, audits, training and certification have made both the hotels, and staying there, a much better experience.

Security is expensive and you must have security guards, perhaps a whole security department, at a large hotel. Andy Williams points to possibilities to train service personnel at hotels in security awareness, something he introduced during his years at Marriott.

“Where the work force is expensive, we are going to see less security, and that applies particularly in Europe. There you get a problem when the hotel or facility accepts it as the new norm and does not invest in security training or increased security consciousness for their personnel.”

According to Andy Williams, security guards at European hotels are contracted uniformed guards visible in the lobby or when they patrol. For half the amount of what a guard costs, it would probably be far more efficient to spend the money on training for all lobby staff. With the right training, the security consciousness of staff increases.

“Tell a hotel’s CEO that he/she is currently paying x thousand euro for a guard to stand in the lobby every evening and night. A smart CEO would immediately see a saving of half the amount of what a security guard costs and see that the alertness of lobby personnel would increase if they got the right training. Many eyes see more than a uniformed guard.”

Andy Williams has also said that the hotel’s room price can cover the

“What resources do you want to allocate to a meeting in order to handle the risk?”

important elements:

1. Define roles and responsibilities.
2. Have a plan.
3. Decide the allocation of resources and available budget.
4. Practice, practice, practice.
5. Debriefing and follow up meetings must be carried out immediately after the crisis is resolved.

If you are the security manager at a hotel, you are in a business where hospitality and service are more important than security issues. It is important to remember that, underlines Andy Williams. In general, when people come to a hotel or meetings facility, they have service and hospitality on their minds, not security aspects.

“Service and hospitality come in first, second, third and fourth place. Possibly, security is in fifth place, but not even that’s certain. By getting security managers at hotels to understand what guests expect, namely service and hospitality, there is a greater chance that security is combined with hospitality and then the visitor is provided with the best of both worlds.”

creates a basic approach that in all probability provides and maintains a secure environment.”

On one occasion Andy Williams has said that: “In a perfect world there ought to be no need to think about security”, and pointed to the future. How far away is that? He uses an example as an answer: If you count the number of room-nights in one year that involve delegates in all meetings worldwide, and who also stay at a hotel, we are probably talking about a 0.00001 percent chance that something negative happens. That, of course, is very good, if you don’t happen to be the 0.00001 percent person or the company that is exposed to the microscopic chance that it happens – then you have 100 percent of the problem.

“It goes back to the question of risk appetite and our own definition of what is perfect. The development of security around the world in recent years has been to look at things from the perspective of ‘high risk, low probability’, in which every eventuality creates ‘what if ...’ or ‘worst case’ scenarios.”

personnel's security training, but perhaps not a full-time security manager.

"Obviously, having a full-time security manager increases the hotel's costs. If you have other managers in the organization with an interest in security, you can have someone who is responsible for security without being a trained security manager, and they can train people who are in

For very large meetings, Andy Williams considers it is better to buy in expert help instead of having your own expensive security department. When do you reach the point where you need to buy in specialists?

"If the meeting planners understand the term risk assessment when the security level is to be determined, that's the point when taking in an

"At night, when the hotel has most guests and the fewest members of staff on duty ... that's something you should know about when making a decision on choosing a hotel."

Andy Williams affirms that as a travel manager and/or meeting manager, you also ought to know the difference between the fire systems that are on the market. And, you should also know the work schedule and the security training level of the people who are going to look after your group.

"They have your life and the lives of your colleagues in their hands during the time you are paying to be there."

"Theft of information is the aspect we think about least"

the hotel's front line to attain higher security awareness. In that way, the approach to security becomes part of the room price, without raising it. But, you must be very careful so that you don't sell security as a reason for a higher room price. If something goes wrong, it can become a high price to pay."

A security manager, or the person responsible for security, usually cooperates closely with parts of the rest of the organization and HR. Security managers are a mystery to the sales and marketing departments in Andy Williams' experience. He says that his successes at Marriott mainly depended on his cooperation with the sales and marketing departments. This applied especially to important company accounts, security issues for certain destinations, the writing of Requests for Proposal and the visits of particularly important guests to the hotel.

"The message about who the guest is should be spread to everyone in the organization. If security issues have a high status at the hotel and all employees want to be involved, we have come a long way in security work,"

expert should be discussed. If you aren't aware of risk assessment as a concept, but have a gut feeling that your resources are insufficient, then you shouldn't hesitate."

He also says that instinct is good as a limit for deciding when it is time to buy in one or more security experts. Realizing afterwards that you should have bought in specialist help can have totally disastrous consequences for you as an individual, your customer and your company.

In Sweden there are many companies and organizations that put security issues high on the agenda. However, there are no checks on whether the hotel has night staff when all the company's personnel are staying at the same hotel after a meeting.

"Unfortunately, this doesn't apply just to Sweden. It's the same for many companies and organizations around the world. And the closer you get to emerging markets, their destinations and hotels, the worse it becomes."

It is a question of attitude and awareness, considers Andy Williams, and takes one night at a hotel as an example:



Three Leading Certified Meetings Hotels: “SHARP INCREASE IN DEMAND FOR BETTER SECURITY”

“**TOO MANY** people and organizations lack knowledge about the requirements they can set for security,” says Charlie Edlund, Hotel Manager of Steningevik.

“When we decided to raise security at our facilities there were no other comprehensive security programs. Right from the start, Safehotels had high international credibility with measurements from third parties as a basis for assessments. They offer an extensive certification that covers all aspects of safety and security work. The annual certification also means that we get an impartial and critical review of the work that has been done during the past year,” states Charlie Edlund.

Security issues are very important for the owners and management who point out that a large part of Steningevik's reputation capital depends on security working on all levels. They consider it is important that the facilities' employees can minimize the existing risks and that staff members

respond in the right way if a situation occurs. They also emphasize the importance of preventive security work.

“There is every reason for our sector to consider security work from other perspectives, in line with the changes in the world around us. Among other things, we are more exposed to external threats. This means that security-related work must have a broader scope,” states Charlie Edlund.

At Steningevik they have also noted that there has unfortunately been no increase in demands for better security from companies that are, for instance, booking conferences. Charlie Edlund believes the reason for this is a low level of knowledge about security, so that people making the bookings do not know the requirements they can set, or that there is an assumption that security work is carried out at all facilities.

When we talk about whether there should be night staff or not, Charlie Edlund comments that it is a depress-

ing fact that a lot of meetings facilities have no night staff at all.

“We have had night staff for many years. I'm surprised that it's still permitted to leave a fully occupied hotel unmanned. The authorities have many different requirements, but there is actually nothing about night staff.”

Placing trust in automatic alarms and other technical solutions that act as alarms is not responsible, he feels. There are so many situations requiring rapid measures that only staff can carry out.

“A rapid response can be the difference between a disaster and a minor incident that doesn't affect guests or the operation. In addition, having night staff is for us a question of care, quality and service for our guests.”

“We also have a policy that states that we shall never work alone and that those who work on reception have assault protection to hand. In terms of IT security, we work contin-

uously with the company that serves and manages the running of our computer environment.”

High security was in mind right from the start when Steningevik bought the neighboring property, Säteriet, converting it into new meetings facilities as well as creating a new 10-room hotel building.

“We were already thinking about

important for guests to feel and know that they are living in a safe hotel,” says Patric E. Österström, CEO of Stenungsbaden.

He explains that, due to certification and cooperation with Safehotels, they are at the forefront in terms of security, and their preventive work has made the hotel more secure.

“We are better prepared. Society is

important company information. The incident was a wake-up call and the starting point for a close to 15-year collaboration on security issues between the meetings facility and Safehotels.

“The customers perceive it as very positive that we have security in mind in everything we do. As early as the first meeting with a prospective customer, we inform them about security and safe meetings. We then offer groups and participants a five-to-ten minute long safety and security presentation at the start of their conference,” says Pelle Lindholm, the Property and Security Manager of Skogshem & Wijk.

Many people who book various types of meetings consider that it is important for hotel and meetings facilities to have a high standard of security.

“It can never be wrong to feel assured about your routines concerning fire and security. This is best achieved through long-term and continuous security work with regular exercises involving some, or all, of the staff, depending on what we specifically want to practice.”

Pelle Lindholm considers that many companies choose their facility because they know that the hotel has a well-defined approach to security issues.

“We know that many people feel secure when they know that we have a highly developed approach to security and long experience of working with these issues in our everyday routines with guests.”

The ambition is to adapt security, so that a conference, course or event is affected as little as possible. The aim of security solutions is to enable the customers to focus on their core activities and their meeting, and get the most out of their stay.

“Proactive work with good routines and trained staff is a continuously ongoing process”

security when we bought it. Säteriet is mainly intended for groups that want to be secluded, so that they can talk freely and discuss sensitive material. In addition to having normal security in mind, we have focused efforts on creating a meeting place that cannot be bugged, is easy to guard and is not overlooked.”

“That project naturally made us think about what could be improved in the rest of Steningevik. We have implemented several measures, but above all general security-consciousness has been raised among all the staff.”

For the management of Stenungsbaden Yacht Club and Nordic Hotell & Resorts, it was an easy choice to go through security certification and training together with Safehotels.

“Hotel security issues are very significant for us, our customers and our guests. It’s important that everyone feels secure when they live and stay with us. Safety and security covers so many issues that preferably become personal – everything from bookings and fire safety to trained staff and the reception of guests. We consider it’s

changing, which means that we must also change. Proactive work with good routines and trained staff is a continuously ongoing process,” says Angelika Björkner, the Hotel Manager responsible for security.

The hotel has many guests each year and a high throughput in the facilities where many companies hold various types of meetings. It means that requirements for security work have increased in recent years and that the hotel has to be able to deliver a better approach to security than previously.

“That’s right. Demands from guests and customers are increasing. More groups want to have a safety and security presentation before the start of a conference. Awareness has risen sharply among our customers,” says Angelika Björkner.

In the early 2000s, an incident happened at Skogshem & Wijk on the island of Lidingö when a large group went off to lunch without the last man checking that the meeting room was locked. When they came back they discovered that several computers had been stolen, and with them



#fivestarmeeetingexperience
#allinclusive#aftersunmeeting
#bestconferenceever

At Steningevik we cherish leaving our guests breathless. That is why it may look like this when you share the experience with others. We give you a meeting experience and a service that not only exceeds your expectations but also impresses others. Welcome to a moment you can not help to share. You can find us 8 minutes from Arlanda airport by the shore of Lake Mälaren and at #steningevik.

STENINGEVIK