Chapter 9
Strategic Management of Hospitality Security Under the Influence of Macro Trends

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EXECUTIVE SUMMARY

Hospitality entities face ongoing pressures at a macro level, necessitating effective strategic approaches to business security management. Therefore, the aim of this chapter was to explore the essential elements of strategic security management

in hospitality, influenced by macro trends. This involved examining the origins of risks and threats, as well as key components in developing a security management strategy, including metrics, key risk indicators (KRIs), objectives and key results (OKRs), and foresight capabilities. The analysis employs an analytical approach and underscores that effective security strategies not only mitigate risks but also foster a secure and trustworthy environment for guests and staff. Additionally, staying abreast of technological advancements and industry trends enables hospitality entities to adapt their security measures proactively. In conclusion, it is emphasized that implementing robust security protocols such as access control measures, surveillance systems, and emergency response plans is crucial for proactive risk management.

INTRODUCTION

The realm of digital literature has yielded valuable perspectives on the ways in which digital technology improves business outcomes. Bouarar et al. (2022) demonstrate through their study that effective digital transformation accelerates innovation, boosts productivity, enhances "customer experiences and satisfaction", minimizes costs, and ultimately enhances corporate outcomes. In the hospitality industry, the digitization represents a transformative shift in the way the industry operates (Bovsh et al., 2024a), leveraging technology to enhance guest experiences, streamline operations, and optimize business efficiency (Bouarar et al., 2023; Bovsh et al., 2024b; Shashwat & Rani, 2023). On the other hand, as new challenges and trends emerge, the security landscape undergoes constant evolution. The complete digitization of social and economic interactions has underscored the necessity to safeguard the cyber security of hospitality entities (HEs). Given that the hospitality sector's service provision involves direct physical interactions with customers (Bovsh et al., 2024c), it is particularly sensitive to changes during crises and is often the hardest hit in terms of financial losses (Bovsh et al., 2024a,b). This assertion finds support in the outcomes observed during the pandemic period and recent analyses detailing the repercussions of conflicts (see for example, Boyko et al., 2022; Bovsh et al., 2022; Bovsh et al., 2023; Kompanets, 2022; Kuzmenko, 2022; Markovska, 2022). In this context, Shabani and Munir (2020) illustrate that the methods presently employed by hotels to thwart cyber attacks are largely basic and obsolete. Moreover, they highlight that a significant portion of hotel personnel do not have the necessary knowledge and skills to effectively manage anticipated threats, rendering the hospitality sector increasingly susceptible to cyber threats and attacks. While efforts are made to enhance the overall physical security of hospitality establish-

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