

ANALYSIS OF CORPORATE SECURITY IN THE SLOVENIAN AND GLOBAL TOURISM

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***Abstract:** In the article, we get to know the basic concepts in the field of security, which refer to corporate security, safety culture, security policy, the importance of information protection and standards in the field of security. It is important to know the existing security systems, which are more or less successfully integrated into a business process by organisations. The article concludes with the most important theoretical findings which will have an impact on the concept of establishing a comprehensive model of corporate security in the Slovenian and global tourism. Security policy constitutes the backbone and a recipe for a new world trend – complete security. What an important role in this game security plays, however, becomes clear only when a company suffers damage from the loss of vitally important information and guests, which constitutes the backbone of the company.*

***Keywords:** corporation, global tourism, security, Slovenia.*

Introduction

Frangialli (2011), the Secretary-General of the World Tourism Organisation points out that tourism and peace are inseparable. Each tourist who embarks on a journey creates certain expectations, including safety on the road and in the place of residence. Both tourists themselves and tour operators: tourist agencies, hoteliers, transport carriers, organizations responsible for protection, etc. can contribute to the feeling of safety. On the list of priorities, security occupies the highest place of relevance to humans (Musek, 1993). The perception of safety presents an important factor in deciding on the choice of destinations (Rittichainuwat and Chakraborty, 2009). Today tourists have so many options available for vacation and travel that any potentially dangerous destination can be without any major problems replaced by a similar or completely different destination which has no safety problems (Čavlek, 2002). In terms of security, Europe increasingly tends to resemble the United States, where the concerns and responsibility for security have been completely put on the individual's shoulders in the following way: if you have the money, you have security, if you do not have the money, you cannot have security either. In view of the fact that the identified security threats in tourism are mainly

transnational in nature, they cannot be dealt with separately or merely at a national level, such an approach being ineffectual and short-lived.

Safety as a commodity is gaining an increasing importance, which in turn means that the future of tourism industry increasingly depends on the factor of safety (Meško and Dobovšek, 1999). In fact, tourists as a rule choose safe tourist destinations. Their perception of safety at the concrete destination depends on a personal experience, an experience transferred to them by acquaintances/friends or information obtained via a variety of media. Travel and Tourism Competitiveness Index (TTCI, 2015) published the data for the year 2015 and according to this index, Slovenia in the common assessment of the tourism competitiveness index peaked at number 39 among 141 countries of the world, which means that tourists regard Slovenia as being a safe country and/or one of the safest European destinations. The importance of tourism for an individual society is much bigger and deeper and not exclusively economic. Apart from economic development, tourism makes possible social and cultural progress of an individual destination or country. Modern societies provide the right to work and to rest, and consequently the right to relaxation, recreation, and vacation (Mikuš, 1999), which are fundamental reasons for the utilisation of tourist services.

When security threats arise at tourist destinations or in their vicinity, this is generally reflected in a decline in tourist arrivals in a wider area of influence. Despite the fact that similar security threats, as they appear today, have been known since the emergence of modern tourism, their impact increased markedly after the end of the Cold War and especially after the terrorist attacks in the United States in 2001 (Kurež, 2011). From then on, all security incidents can have an even greater impact on imbalances in global tourism (Mansfeld and Pizam, 2006). The reasons for this can be found in particular in a global networking which can transmit information in real time from one end of the world to another. The information about the escalation of security threats can therefore in real time reach the homes of potential tourists and turn them away from a potential decision to travel (Kurež, 2011). Global security threats do not occur by themselves, but they are the product of a security environment which they help to shape at the same time. The authors (Wilks and Page, 2003) mostly agree that the attacks on the USA after 11 September 2001 have permanently changed our perception of security in international tourism. However, there is an interesting finding given by McKercher and Hui (2003) that tourists have as a general rule a short-term memory in relation to a security situation at a certain destination as they will renew travelling there as soon as an imminent threat disappears.

In case that we describe a company as a system, we realise that due to general characteristics of the system (entropy, homeostasis, differentiation, centralization, variability, system interaction), this very system is affected by a number of guidelines and influences from the external environment which must be

adequately discussed. Among all other influences are also diverse risks and threats relating to a particular economic, financial, technical, informational, technological and last but not least (physical) security level. Because there is no absolute security, the company (as well as the State and the individual) requires its own security policy with which it can foresee not only potential challenges, risks and threats, but also the mechanisms and instruments with which to confront this risk. Even more, the company will endeavour to manage risks and ensure in this way its long-term (business) success (Lobnikar and Sotlar, 2006).

Security policy represents the backbone and a recipe for a new world trend – complete security. What an important role in this game security plays, however, becomes clear only when a company suffers damage from the loss of vitally important information and guests, which constitutes the backbone of the company. In case of incidents the need for a regulated and especially the need for a proactive solution of problems emerges. If management, security managers and users (employees) are not familiar with various threats to information operations, they cannot act for the benefit of the company, but only to its detriment. Only with a good analysis of risks connected with doing business we can recognise weaknesses in security issues and especially specific vulnerabilities of businesses. Security is a never completed process; it requires constant dedication of its users, security managers and management, constant investment in knowledge, the education of employees, investments in security equipment, etc., which is becoming the domain of security professionals – managers (Bunderla, 2005).

In some countries of Eastern Europe, we can perceive even today relatively closed security systems which are characterized by the fact that they as a response to the increasing uncertainty of the environment strengthened control mechanisms with which they are trying to control this increasing uncertainty. A place for self-organised protection, which is characterized by a spontaneous aggregation according to the principles of an open system, is being narrowed, thus influencing especially the quality of the safety of those who do not have their own resources for this. Such actions can also show on the outside and cause mistrust of foreigners, changing thus their decision to visit a particular destination. It is therefore necessary to thoroughly examine the functioning of security measures which will be well connected with the consequences in the environment. Times are changing and the impacts of globalization do not allow constant repetitions of the same designs, as they eventually get old and need to be restored.

The relevant literature studied for this purpose includes quite a few studies which relate specifically to the study of security at specific destinations (Nadiri, Hussain, 2005 – Cyprus; Juwaheer, Roos 2005; Camilleri 2006 – Mediterranean; Ajagunna 2006 – Jamaica). Although some of the studies are giving quite detailed insights into the real situation, the data cannot be directly compared because of the

peculiarities of the economic systems, culture, society, the characteristics of geographical locations, etc. (Mekinc, Cvikl and Dobovšek, 2010).

To ensure the security of guests, employees and other stakeholders in the tourism business, it is important to establish a system of corporate security. For example, among the most effective methods of preventing thefts in hotels and other accommodation establishments are quality security systems for the protection of facilities. Of course, the owners find it hard to decide to install them because a quality security system presents a significant cost, especially for owners of holiday homes, bungalows and trailers in which most of thefts and acts of grand larceny are being committed. The size of the object (hotels, casinos, spas), however, causes only a rapid rise in cost, which probably does not allow the viability of an investment, regardless of the fact that the price of security is not measurable. In the European area in the field of catering facilities, a technical aspect of guests' protection is particularly highlighted, which is especially important for catering facilities of a higher category. The analysis of demand reviews (Cvikl, Rumbak, 2009) has shown that a growing category of hotels goes hand in hand with an increasing role of safety equipment in deciding on the choice of a hotel.

Security has an increasing influence on the choice of a guest, and this trend has already been seen for some time. On the other hand, security is increasingly becoming a personal asset for which an individual must take an ever-increasing responsibility. Security is moving from the domain of the State and collectivism into the domain of an individual. In Slovenia, where security is a relatively poorly appreciated resource, we still feel the impact of recent history, when a general system of social security was initiated by the State which took care of most security elements. With the transition to the market system, the responsibility is increasingly on the side of the individual, and the owners of catering facilities must be aware of that, and, consequently, they must pay greater attention to the safety of their property and the property of their guests (Mekinc, Cvikl and Dobovšek, 2010).

The specificity of corporate security in hotels and more precisely at spas refers to the following areas: fire, determination of annual leave according to working conditions, actions taken in case of infections with sharp or other contagious objects, actions taken in case of fire, health promotion. In addition to general, legally binding commitments, corporate security also refers to the analysis of working conditions, checks and records associated with raising the level of ensuring healthy and quality jobs, raising the level of protection against fires and, consequently, security reviews, supervision over the implementation of protection against drownings, making instructions and internal acts (e.g., fire regulations, etc.) (Škufca, 2013).

The possibility of the occurrence of an incident or crisis event in the hotel industry is increasing, given the volume of transactions or the size of an

enterprise (e.g., more hotels being linked into a hotel chain). Thus, those who cause most incidents or crises in the hotel industry are guests or visitors in tourist accommodation facilities. It is therefore important that the hotel management selects an appropriate personnel, training them in such a way as to make them capable of a timely response in case of the occurrence of incidents or crises in the hotels. We do not say that guests intentionally cause damage, but there is a mixture of cultural norms, language barriers and a lack of understanding which can confuse guests and lead to an incident or disable the hotel staff to retain control. It is important to be prepared for crisis situations, to control costs resulting from such situations, to take into account the advice of a community, to maintain good communication with guests and to use technologies which contribute to the safety of the hotel (Niinine, 2012).

Corporate or business security can be defined as a company's security system or a system for the provision of internal security in the company. At the same time it can be said that corporate or business safety refers to the totality of organisational, functional, technical and staff measures to maintain order, compliance with laws and internal regulations and the security of the people (in our case guests and employees of the company, the assets of the company, employees and guests who are staying in a hospitality establishment) (Gostič, 2012). The definition of corporate security is also cited by other authors in their research, such as Briggs (2006) and Edwards (2006), who claim that corporate security is being achieved through the daily activities of employees within the reach of the company. This is not something that the Corporate Security Department can do for a company in its own name and with its success of functioning, but it depends on its capability to persuade the others to act in a different way.

This emphasises the meaning of communication and requires security in sections which evaluate the views of non-professionals and experts in the field of security. Cavanagh (2005) says that corporate security became a high-profile topic after the events of 11 September 2001, when America revealed to be vulnerable to terrorist attacks. Because more than 80 percent of the US critical infrastructure is managed by the private sector, the security managers of companies have a vital role in protecting key industries and people who work in them. Gostič (2012) states that the Security management and Risk management and/or the management of safety and security or operational risks are of key importance, being vital components of corporate safety. Nevertheless, Kovacich (2003) and Halibozek (2003) state that the corporate security of the company's assets is the responsibility of security experts and law enforcement professionals (e.g. the police). There is a difference in the functioning and understanding of corporate safety of assets between security experts and the police. So the police criticise security professionals that they do their job in the manner the police do it or they are trying to do it in the same

manner. Security experts, on the other hand, often accuse the police of not carrying out their work so as to safeguard the assets of the company. But we should all cooperate closely with each other, because the link between corporate security and the police is essential for the successful protection of the assets of the company (Kovacich and Halibozek, 2003). Corporate security is therefore becoming a more and more important element in Slovenia, especially in large companies where a company can be affected by external as well as internal harmful factors, such as the loss of reputation in a business environment (Cvikl and Rumbak, 2009, Gostič, 2012).

The hotel industry is not yet able to standardize physical security. There are examples of good practices and corporate security, referring to large hotel chains. If we are to reduce the risk, it is necessary to assess it in a hotel and design a security plan. This means to protect the assets of the hotel. It is possible that in case of an unforeseen event in the hotel the victim is suing the hotel. The victim is suing the hotel not because the hotel would want to cause an incident, but because it does not have relevant standards to prevent such an incident. Therefore, the main task of the hotel is to make a relevant security plan which is located within the cost framework of the options of the hotel business. The security plan includes an initial security defense. For example, if an act of robbery occurs, this does not mean that security is bad, but apparently not strong enough to prevent such a phenomenon. A Security Director has two choices: (1) leave the security such as it is and hope for the best or (2) strengthen security and prevent the recurrence of robberies. Option (1) is cheaper, but it represents a higher risk. The second option (2) seems to be safer and morally correct, but it is more expensive. This option requires an additional cost of purchasing the equipment and installations and an increase in wages for the additional work (Clifton, 2012). Kotar (2012) highlights the fact that a certain security risk for the company also exists in case where an employee does not feel the uniformity with the vision and work of the enterprise in which they operate and this can lead to the worst consequences. It follows from this that we have to achieve the maximum satisfaction of the most employees. As a result, the employees will be unified with the vision of the company and if this very vision is threatened, they will put the importance of safety in the first place.

Discussion

For that reason, Gostič (2012), Edward (2006), Briggs (2006), Kovacich (2003), Halibozek (2003), Clifton (2012), Niininen (2012) emphasise the meaning of knowledge and the awareness of the necessity to establish or organise corporate security. Mekinc (2010), Cvikl (2010), Dobovšek (2010) and Gostič (2012) notice that this kind of awareness is not present enough among Slovenian managers or company owners. They therefore propose a

systematic approach and thorough understanding of security and business processes in the company. When dealing with security risks, it is important for the company to systematically plan, observe, take measures and use procedures to provide protection against risks. With the appropriate planning and implementation of legal, organizational, personnel and technical measures we can ensure an adequate level of corporate or business security in tourist companies. This is provided for and allowed by safety standard ISO 28000: 2007 (Gostič, 2012: 27). Business security is synonymous with corporate security, as stated by Kovacich and Halibozek (2003), and it protects the property of corporations or their business, includes the protection of people, things (physical assets), the information in the possession or custody of the company. The purpose of security mechanisms should be to prevent losses and to create added value which can contribute to the competitiveness of a company.

Processes of corporate security can be applied at the spas, which also includes management processes of protection and rescue as well as environmental protection (e. g. in case of fire in nature), the management of health and safety at work (occupational injury) as well as the protection against fire and explosion (at the spa), the management of physical and technical protection at the spas, data protection and business secrets at the spas, the management of information security and electronic communications (Internet, intranet at the spa), the protection of trademarks of the spas, competitive advantage and reputation of the spa, the management of the safety documentation at the spa, a security plan and an established security regime (in case of fire, flood, etc.), Security Control Centre - Management of incidents at the spa and processes of management and security staff training at the spa. A threat assessment must be followed by an implementation document - safety study or a plan of security measures, which constitutes the implementation of accepted security policy and is also an indicator of a security strategy and the basis for developing internal regulations and operational safety documentation, such as plans of protection, guidance, security arrangements (Vršec, 2014). The proposal of Vršac is well founded and reasonable, but, for example, at Slovenian natural spas we will not find a perfect implementation document which represents the security policy and is also an indicator of security strategy of the Slovenian natural spas, which would be the basis for producing necessary documents and the preparation of operational security documents.

A safety study basically covers execution phases which relate to recording and analysing the existing situation and make proposals for safety improvements at the strategic level (Vršec, 2014). Elaborates, according to the rules governing the project documentation (Official Gazette, No. 55/2008), also contain studies, designs, expert assessments, surveying plans, conservation plans and other technical documents related to the buildings, where they are necessary because of the particularities of each type of object or location, where

the facility is built, and required by specific regulations, which demonstrates compliance with prescribed essential requirements.

The snapshot of a current situation includes the operational (field) overview of the areas of buildings; the examination of the organization's system of safeguards at the strategic and operational level; the system of physical protection; the overview of technical security systems; an alarm and response system under the management of a security control center; the review of the security of vital points; the review of existing security documents (protection plan, instructions, etc.) and interviews with competent persons responsible for individual areas of safety and security. The analysis of a current status is conducted by analyzing and summarizing the findings of the operational review of sites and buildings; the analysis and summary of findings in relation to the organization's system of safeguards at the strategic level; an analysis and summary of findings from the review of the system of physical protection; the analysis and summary of findings from the review of technical protection systems; the analysis and summary of findings in relation to the established security arrangements; the analysis and summary of findings in relation to the established alarm and response systems; a description of vulnerable - vital points in terms of security in zones and buildings; a summary and analysis of findings from the review of existing security documents; the presentation of the content of discussions with competent persons responsible for individual areas of safety and security at the strategic level; presenting the content of the discussions with the representatives of the management and analysis of vulnerabilities, threats and security risks in the internal and external environment (Threat Matrix) and the classification of risks in the risk matrix, using the general Andersen and risk-management model (Vršec, 2014).

By conducting the analyses, presentations and summaries of findings, listed above, we want to reduce the risks we are referring to when the results of business decisions can be predicted with some degree of probability, however, where this cannot be done, we are referring to uncertainty. If we can work out specific transactions reliably and accurately, the risk is not present, but it is the state of certainty (Bailey, 2005: 83 - 84).

When we give suggestions on how to improve safety, the foundation must be based on monitoring the existing situation, which requires a detailed and in-depth analysis of vulnerability, exposure to security risks both in an internal as well as external environment. If we want to successfully manage the risks, we have to carry out certain activities: issuing reviews and reports, identifying and assessing risks and responding to them. Risk management does not relate only to the compliance with the rules, but also to the way of understanding the business of an organisation, which has a long-term impact on it (Twinning project, 2004).

The company's security system is a system for providing home and business security. It's a whole of organizational and functional measures, by means of which the security system provides for the maintenance of order, respect for the laws and internal regulations, the safety of employees and the protection of the estate infrastructure of businesses. It's a whole of organizational and functional measures through which we provide for the preservation of order, respect for the laws and internal regulations, personal security and the protection of assets and infrastructure. It is of the utmost importance, since each organization by the nature of things inclines towards entropy or a breakup. Mihelič and Škafar (2008) also claim that the phenomenon of entropy, which is typical of all systems, means the tendency of the movement of systems against disarray, chaos and decay. This is called a positive entropy of the system. Organisational systems are characterized by a reduction in entropy or by achieving negative entropy (negentropy). An organizational system achieves this by using such resources which will allow decisions which redirect the system into a positive direction. In organizational systems, the emphasis is not only on the maintenance and adjustment of activities (maintenance of equilibrium in the environment, a response to the market, technological, political, legal, demographic changes, your own adjustment to the situation by anticipating, suitable planning and launching new products on the market), but also on the continuous growth and expansion in the sense of preventing positive entropy (more energy, new markets, new products, purchases of smaller companies, integration, etc.). It is capable of self-regulation, restoration, maintenance and even more – it is able to constantly evolve.

Every system, created by man, has a purpose, being established in order to make or create something. The organization was created because people have some targets which they cannot achieve on their own. From the perspective of the development of organisations, higher objectives are particularly interesting – innovations and creation of something new – the absence of higher objectives can easily lead to the growth of entropy, maximum positive entropy and disintegration of the system. "Not even for one moment does a company as an organizational system have only one goal. There are always more objectives – in the field of marketing, production, development, attitude to the environment, human resources, performance, etc., so it is considered that the organizations are systems with multiple objectives and hierarchy of objectives" (Vila and Kovač, 1998: 117). The company (e.g. hotel) is affected by various factors or damage occurs, such as a wide variety of crimes in society (crime), a variety of accidents, State regulations and other types of controlling behaviour, competition, etc. (Gostič, 2008).

Rančingaj (2010) continues Turner's discussion of organisational causes of disasters and supplements it by drawing a distinction between active and latent (hidden) defects or deficiencies. Effects of the active failures are

visible immediately, while the effects of latent errors are "hiding" within the system and waiting for an appropriate occasion to emerge. This occurs as soon as they are connected with the rest of latent and active factors of accidents. Van Vuuren (2000) argues that it is possible to divide the causes of the emergence of organizational accidents into three major groups. On the basis of existing theories and research he distinguishes between errors which are connected with the structure of an organization, errors which are related to the aims & objectives and strategy of the organisation, and the errors which are connected with the culture of the organization. This is presented in Table 1.

Table 1: Taxonomy of organisational causes of security incidents

Group	Subcategory	Definition
Structure	The demands of work/tasks	It refers to the errors which are the result of a mismatch between the abilities of colleagues and working requirements.
	Responsibility	It refers to the errors resulting from the absence or incorrect allocation of responsibilities between departments, groups and people.
	Skills and knowledge	It refers to the errors resulting from ineffective measures taken with the purpose of transferring specific and situational skills to new and less experienced colleagues.
	Working procedures	It refers to the errors which are associated with the quality and availability of working procedures within organizational units (too complex, inaccurate, unrealistic, too poorly presented).
	Surveillance	It refers to the errors which are associated with the absence of control over the work with an increased level of risk.
Aims & Objectives And Strategy	Management priorities	It refers to the errors which are the result of management's decisions, because safety is in a subordinate position in relation to the requirements or the objectives of the work.
Security Culture	The norms or rules, which are linked to the risk	It refers to the errors which are associated with a lack of clear or accepted norms and rules on how to deal with dangers.
	Safe behaviour	It refers to the errors which are associated with general beliefs about risks and safety, together with the importance of motivation in accordance with these beliefs.
	Reflexivity of security practices	It refers to the errors resulting from bad learning from one's own experience.

Source: Van Vuuren 2000: 35

The structure refers to the requirements of the work itself: responsibility, skills, values, knowledge, work procedures and surveillance,

which all together make possible the successful functioning of an organization. Aims & objectives and strategies are the tasks and priorities of the management team, and their adaptation to the changing social environment serves as a guarantee which provides long-term stability and competitiveness. Errors connected with the culture of an organization relate to the violation of existing norms and rules of safe behavior and the lack of reflection in relation to successful security practices (Van Vuuren, 2000).

West (2000) talks about the fact that there are characteristics of complex systems which adversely affect the safety of the environment where the company operates (economic pressures of the environment, the requirements of a company); organizational structure (the complexity of an organisation, the method of labour division, the degree of centralisation of decision making); processes in the organization (informal organisational structure, who has the power in the organization, training of employees); ways of implementing tasks (tensions between departments, large dispersion of a decision-making process, the qualifications of employees); replacement of the right objectives with successful performance of the business. Prior to the analysis of each factor, it is convenient to mention the project of EURO 2008 which is certainly one of the biggest challenges for the security system and which was developed in Switzerland at the end of the Cold War. Today, after reflecting on the event, which had taken place 10 years ago, we can undoubtedly say that a new approach to ensuring security has shown its advantages, especially in preventing inefficiency at prevention of riots. Certainly we can say that to accept a security plan in cooperation with all available social resources which operate mainly through their regular work also means the transition of the Swiss plan of total defense into the crisis management plan. This change in the system of crisis management was and still is implemented at three levels.

The first level is the change in the national system, for which the security policy report 2000 serves as a base. In doing so, it should be noted that in Switzerland the crisis management plan started to be introduced for several reasons. In Switzerland, too, they have come to the conclusion that modern civilization is exposed to an increasing number of threats which can cause enormous damage, because today the threats are no longer focused on a single social subsystem, but they have - because of the intersection of modern societies internally and externally - much greater consequences. It is therefore logical that modern civilization is all the more sensitive to natural and human threats which may be intentional or unintentional. The most important reason, which has led to the introduction of the approach of crisis management, are new sources of threats in security and political reports (the spread of weapons of mass destruction, organised crime, terrorism and violent extremism), against which within the Swiss States only a few parts of the national security system (and even that is mostly the police) can be used, although the decentralisation

of the Swiss national security understanding used to mean an advantage. Therefore, the realization that, in providing for the limitation and control of such threats, it is necessary to involve also other social facilities got the upper hand. Modern threats and modern social cohesion had therefore the greatest impact on different types of the ensurance of security, especially in terms of contents, because in Switzerland, the plan of total defence and crisis management has always been understood as a cooperation between different social sub-systems at all levels which could (or had to) contribute to the stability and security of Switzerland. The third level of the safety plan needs to be particularly highlighted due to the involvement of private security participants /companies in the national security plan. As a result of the reserved attitude of Switzerland to international conflicts, the previously mentioned participants are involved mainly in the issues connected with internal security, as in Switzerland an increasing burden is put on internal security forces, which is in the exclusive competence of the cantons.

The Association has only one role: to prescribe norms, but apart from that, it also prescribes education and training which are then carried out at the level of cantons. Such a system means that, according to the size and wealth of the cantons, there are differences between them, including the internal security forces. Therefore, a big event, as no doubt the previous European Football Championship was for Switzerland, encouraged the involvement of private participants in the field of security. Security companies do not provide only operational tactical protection, but they also pursue the activities of advice and training in the field of security, as well as devoting great attention to the prevention of security threats. Of course, cantons and municipalities have preserved their powers, but their functioning has essentially been adjusted to specific security problems (Svete, 2008).

Slovenia also participated in the project EURO 2008, carrying out measures and activities to ensure the safety and well-being of all competitors, spectators and visitors to the EURO 2008. The implementation of the activities and actions of the Slovenian police was based on the provision of security and public order, the prevention of potential riots as well as unlawful conduct of supporters and visitors to the EURO 2008 in Slovenia. At border crossing points, at the external border the Slovenian police consistently carried out border controls, in compliance with the Schengen borders code. The police therefore in order to ensure the safety and prevention of breaches of public order and peace increased the presence of police officers even in all those places on the alignments provided for travel, where unlawful conduct of individuals or groups was to be expected. The police were overseeing the compliance with public order and peace at rest stops, service stations and other places where it was possible to provide for the retention of the fans, especially in case of transits of major organized groups. The police took upon themselves all these

tasks in addition to their regular work, and apart from that, an appropriate number of additional police officers has been allocated to the workplace and, where necessary, members of a special police force have been activated (Ensuring safety at EURO 2008).

Theoretical starting points and discussions are an indicator of how important the management of risk is in every aspect of tourism industry - from the attractiveness of events and hotels to various meetings. The majority of catering establishments in Slovenia still do not pay enough attention to the area of safety, especially in constructing and equipping hotels, warnings guests, learning from the mistakes of others, setting standards, staff training, etc. It is important for the guests to get a feedback on how the care is taken of their personal safety, as the expectations in this respect are very high, irrespective of the tourists' status and irrespective of their place of origin.

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