In search of security excellence; the true value of security

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The Security Research Initiative

- The aim is to conduct research into security issues. It is supported by:
  - ASIS International (UK Chapter)
  - British Security Industry Association
  - The Security Institute
SRI Members

- Adidas
- Caterpillar
- E-on UK
- Emprise Services
- G4S Secure Solutions (UK)
- Interr Security
- KPMG
- Marks and Spencer
- MITIE Security
- NEDAP
- OCS Group UK
- Royal Mail Group
- Securitas Security Services (UK)
- SIA
- Sodexo
- VSG
Study of the security sector

- Excellence refers to ‘the state or quality of excelling or being exceptionally good; extreme merit; superiority’
- The process of predicting why companies fail has been described as a ‘grey area’; there is no single pathway
- ‘fitness, in the form of huge assets and years of successful operation, proved no guarantee, not merely of continued success but of their very survival’
Excellence in security

- All companies are one shock away from failure
- Excellence is only temporary, businesses need to continually adapt
- Despite there being an abundance of research on business excellence, there is very little research that focuses specifically upon the security sector
Problems

- Security is an intangible; it cannot be measured
- Different measurements of value are often complex but generally easy to dispute
- The real success of security is that if successful nothing happens
Aims

- What are the benefits of good security beyond just good security?
- What benefits do other corporate functions derive from good security?
- How does security contribute to company aims? And in what ways could it do so?
Aims

- What commercial benefits evolve: Does it enhance reputation and brand and help make a profit?
- If security was a person selling its benefits what would he/she say?
- What about trusting relationships, staff wellbeing, corporate governance?
- When organisations buy security, what do they expect to get in return?
'If we begin by looking at the etymology of the word 'security', for example, we find that a negative interpretation of the concept is limited at least. The Dutch word for security [veiligheid] is etymologically closely linked to the word velich in Old German and felig in Old Frisian, words that have connotations with what is now called 'trust', 'being beloved' and 'friendliness' ('Van Zuijlen 2008).
Diffusion of benefits

“whereby the positive effects of an intervention extend beyond the operational range of the intervention.”

- Often offenders don’t know how far the intervention spreads (deterrence)
- Where you reduce the risk of one target it can send message that another target is not worth it (discouragement)
Wellbeing

“creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation"
Wellbeing

- Living in a dangerous area significantly reduces an individual’s life satisfaction.
- Further, fear of crime and worries about personal and family safety also have a negative impact on wellbeing.
- Poor physical security can have a direct detrimental effect on physical and subjective wellbeing; which in the workplace indicates a lack of employer attention to basic staff needs.
Wellbeing

- Poor physical working environments reduce job satisfaction while good quality environments reduce work stress.
- If onerous, security policies and procedures may have the potential to reduce staff freedom, independence and job satisfaction.
Key to commercial decision-making
Investors need to trust
Research has shown a company’s reputation is correlated with economic success
63% of a company’s market value is attributable to its reputation
Reputation benefits

- indicate product quality to customers resulting in increased business and profits
- improve a company’s success by attracting top employees
- motivate employees to work harder
- reduce staff turnover
- create a tactical advantage over competition
Corporate Social Responsibility

- Behaving ethically and responsibly is demanded by customers, staff and others including investors
- It can lead to fines and negative publicity
- Renders organisation more vulnerable to other risks
Trust

- A trusting environment whereby staff and clients share common values and uphold ethical and legal principles in the ways they conduct business.
- Trust has been found to contribute to higher levels of staff satisfaction, improved competency, providing competitive advantage.
Security culture

- Workforce responsive to new threats (particularly insider threat);
- Improved safety arrangements and lower insurance rates;
- Reduced theft and risks of vandalism and sabotage by employees and outsiders;
- Better relationship with local authorities and the surrounding communities
Organisational views

- If you haven’t had an incident in six months then they will say why do we need it at all? (CEO Supplier)
- Most often it is when things go wrong that they realise they have a professional service. (Head of Security, Higher Education)
- Bad security is more of a disadvantage than good security is an advantage. (Security Standards Manager, FM Supplier)
Reputational damage

- It does not have to be a large incident at all (Global Security Director, Security Supplier)
- It would not have to be a major incident to be serious. (Security Director, Data Storage & Management)
- It can seem minor but it can make a big splash in the newspaper. (Head of Security, Banking)
Security response

- If there is damage it will then go ... all over the internet. It will go viral and your competitors will want to see that ... before people would go away and chat about it, now it can go global in minutes. (CEO, Security Supplier)

- Reputation of security is based more on how you deal with it. You cannot always avoid something happening but you can control how you deal with it. (Security Standards Manager, FM Supplier)
Adding value

- Museum visitor numbers reduced when there was a threat. We took away bag searches and some visitors complained. If they don’t feel safe then they will vote with their feet ... Bag searching does not have to be a bad experience. We did it with sniffer dogs and initially people thought it would put people off and in fact it worked and people got through quickly. You can change the profile of security so that people are pleased that you have it. (Security Director, Museum)
Value

- One organisation shared customer survey results which measured how important a range of factors were in their choice of service provider. Security (78%) scored notably higher than cost (63%) in eliciting a strong rating (‘very’ important’).
Value

- There are commercial benefits including expedited processing for imports and also enhanced commercial relationships with customers. It sets out our company as a leader in that space in supply chain security (Director of Security, Food Manufacture)
We provided a very strong intelligence around world events and emerging markets and we let them see that. So we are ‘go to’ people for areas they are looking to do business. Without security they would be operating blind. We offer the floodlights. Sometimes we protect them from themselves. We want to ensure they are safe and the company wants to know that too (Director of Security, Food Manufacture).
Value

- Some customers did away with staff at helpdesks because of the faith in our security processes; they had confidence in not having to have people mulling over claims. (Security Manager, Communications)

- Good security will reflect in customer image of efficiency. It is about the bigger picture rather than just security. (Security Standards Manager, FM Supplier)
Value

- The knowledge that everything is safe and secure. It has an effect on the approach employees have with customers. Our approach gives clients a high standard of service ... It is very specific client to client but without that basic promise our relationships with clients will not have that trust. (Financial Director: Security Supplier)
Value

- We keep toxic issues out, so we can hire and retain better people. (Vice President of Security, Insurance Services)

- If they don’t feel safe they will be in a negative state of mind that may mean they won’t be able to do their job. (Regional Security Advisor, International Aid)
Value

- We have done work with charitable organisations that need security advice we offer that pro bono. (Head of Security, Professional Services)

- We are involved with ... law enforcement who can use our cameras if something is going on. (Director of Security, Food Manufacture)

- We will respond to incidents in locality – officers have training in first aid – assisting people - that has nothing to do with the business. (Security Director, Museum)
Benefiting others; HR

HR, this was providing services such as employment screening, disciplinary action and compliance investigations as well as protecting staff and making them feel safe at work, and in supporting them to fulfil their duty of care of staff (generally and when in dangerous situations/locations).
By providing good customer service and improving customer experience and safety, including creating efficiencies for clients, generating trust in the brand and providing a good reputation for integrity.

Further that security could provide a selling point and act as a differentiator, particularly around key issues such as data security.

Security was also seen as important for protecting new products before launch and distribution.
Finance

- This includes investigating losses, detecting fraud, theft
- Training for staff on how to handle cash and financial transactions to reduce loss.
- Creating a culture of honesty
Legal

- By ensuring legal, ethical and safety standards are met, the right decisions are made and complied to protect the reputation of the organisation.
- Security can also assist with legal policy reviews and conduct confidential investigations for the legal department.
Operations

- By implementing procedures to reduce loss and to increase standards (thereby reducing customer complaints)
- By assessing site security and improving compliance to company policy.
Procurement

- Including supporting bid processes and giving advice/assessing prospective partners, evaluating the efficiency of suppliers and also managing contracted services.
Benefits

- sometimes by providing better security than competitors and deflecting crime there - although more often there is a shared approach across security functions to preventing mutual threats;
- by having excellent security which was highly valued by clients and customers in their choice of who to work with;
- by reducing insurance costs and other expenditures that come with being victimised;
Benefits

- by creating safe and secure environments to enable the organisation to operate at all;
- in enabling the organisation to trade or exist in areas and types of activity that would not otherwise be possible;
- in providing or helping to provide the sort of environment that will attract customers and staff and keep them and reduce the cost of churn;
Benefits

- in enabling staff to work flexibly;
- by contributing to a trusting culture and a supportive environment to work;
- in reducing the risks of breaches that can attract fines, unwelcome publicity and loss of reputation.
Download the report for free

- Beyond the Protection of Assets: The Broader Benefits of Security
- www.perpetuityresearch.com/publications
The OSPAs

- More than 3 in 10 felt winning an industry award was highly important, and as important as accreditations.
- Other industries have awards, the Tony (in theatre), Pulitzer (Books and plays) and so on.
- The Outstanding Security Performance Awards, the ‘OSPAs’.
The OSPAs: updates on

- The web: www.theospas.com
- Facebook: www.facebook.com/theOSPAs,
- Twitter www.Twitter.com/theOSPAs
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