



SECURITY EXECUTIVE COUNCIL

A research and advisory firm

13 Security Problems Solved

30-Second Case Studies from the Security Executive Council

The following case studies highlight the Security Executive Council's (SEC) collaborative approach to client challenges and opportunities. These cases demonstrate the different ways we can help risk mitigation professionals and their organizations.

Influence Senior Management

Show value to a new boss or executive

When two companies merged, the security leaders from each company were asked to make a case for the future state of security at the combined organization. The SEC helped one of the two present the full background of his security organization and its strategy, [quantify and report the value of what his organization had done](#), and create a proposal for what they would do in the future; all in a way that was designed to resonate with senior management. ***That leader soon became head of security for the new, combined organization with a quality strategy for the future in his pocket.***

Integrate business goals into security program

A new security executive was charged with making his security department more relevant to the business issues of the company, focusing more on critical business risks and adding value. He asked the SEC to conduct an [Enterprise/Security Risk Alignment \(E/SRA\) review](#), through which we created a strategic plan and a number of program recommendations to achieve the results they were looking for.

The new director implemented those recommendations, developed a huge amount of executive confidence, and has now as a result created new guidance documents and new positions and raised business interest and involvement to higher levels.

Run Security like the rest of the business

As businesses go leaner, they are asking security functions to justify all of their activities exactly as other functions are required to do. Security practitioners have asked the SEC for resources that can assist them in running security as other functions are run. The SEC has provided them the tools to [build a services inventory, classify the criticality of services offered, identify customers, quantify cost, and show service capacity](#).

In more than one instance this inventory exercise has helped security leaders avoid downsizing, protect budgets, and secure additional funding.

Defend Programs

Respond to request for metrics to prove value

A long-time client recognized that his program collected reams of valuable data but didn't know how to turn that information into meaningful metrics that measured their effectiveness and showed their contribution to the organization. The SEC worked with this client [to develop a comprehensive security metrics program within the organization](#) that identified stakeholders and developed high-priority metrics.

Preliminary presentations have resulted in the authorization of new programs, avoidance of downsizing, and expansion of program budgets.

"Re-brand" security

When one company split into two parts, the senior leaders asked all executives and staff to begin thinking of the business differently. The security organization came to the SEC asking for help in rebranding themselves as a lean, risk-based and agile function in response to the

new corporate concept. The SEC conducted an [E/SRA](#) to learn how staff and top executives viewed the existing security function, did an inventory of security services, then assisted the security leader in building an executive presentation, messaging and strategy.

The result: the function was exempted from promised budget cuts, authorized to hire critical service staff, and elevated to a bigger part of the business function.

Show value of what Security does and provides

A client's senior management was skeptical of his annual \$12 million guard force budget and asked him to justify the expense. At his request, the SEC put effort into [identifying appropriate performance metrics for a guard force, then developed an RFP and contract that included those metrics.](#)

As a result, the company was able to specify the value guard companies had to deliver, and the client could both better manage contractor performance and sway management to allow him to continue with these programs.

Best in Class Security Programs

Keep ahead of trends and stay best in class

Security leaders continually come to the SEC asking how their programs can stay, or can become, the best in class of security. The SEC draws on the collective knowledge of successful and recognized security veterans and experts to develop comprehensive reports and resources that identify horizon issues and business trends and lay out best practices in response to these queries. For example, when business leaders began to ask for security-specific metrics, the SEC published the first [book on corporate security metrics](#). Our subject matter experts also worked together to develop a common set of [board-level risk concerns](#) and the ties to security risk mitigation strategies.

The resulting diagram has been used by more than half of the security leaders the SEC works with.

Justify Tactics/Strategies

Determine the most cost-efficient strategies

Senior management consistently asks security leaders what the cost of security should be—how cost compares across like organizations. In response, the SEC's Security Leadership Research Institute dedicated many years of research to developing its [Corporate Security Organizational Structure, Cost of Services and Staffing Benchmark](#) that provides data such as security head count per 1000 employees, program cost, and reporting, among other things. The security industry has never before had this type of reliable baseline data.

Since its publication, security leaders have used this benchmark to justify the size of their staff and the types of services being provided. One client notably used the data to show his reporting level compared unfavorably to other organizations, winning increased responsibilities and an expanded budget.

Increase Resources

Increase position levels/salaries for the security team

After asking the SEC to develop [research that identified the titles and reporting levels of security leaders in his sector](#), one client presented the final research to his senior management to help them see how their organization's title structures compared in their industry.

Management immediately saw that this client's director title was too low for his position, and he received a promotion to vice president. In another instance, this research resulted in a member's company broadening the scope of security to include aviation, drug testing pre-employment screening, and supply chain responsibility.

Find a way to cost effectively increase internal expertise

In response to regular requests for knowledge sharing options that covered both business and security, the SEC developed the [Next Generation Security Leader](#) executive development program. The SEC connects security practitioners with their peers in multi-day interactive learning experiences, making these learning and networking events remarkably affordable for participants.

One participant reported that participating in NGSL resulted in "doors opening for a renewed effort to drop the wall between business units" and stated that "the conversation around enterprise-wide risk management is really happening."

Gather Information/Facts

Know the current state of... security programs; services; technology, etc.

A company was planning to expand into new countries and wanted to determine what due diligence would be required of them by the Foreign Corrupt Practices Act—the security director needed this information fast. The SEC quickly created a report that met the company's needs in detail, and it established the client as someone who has the understanding and resources to tackle complex issues, someone who can [get information and resources that multiple departments can use to solve business problems.](#)

Now, when new problems appear, senior management goes to this security leader because they recognize he knows how to get results quickly and cost efficiently.

Benchmark with peer companies

A client's company was preparing to undergo a reorganization that had the potential to negatively impact Security's reporting level.

The reporting level benchmarking study developed by the SEC in this case helped the security practitioner prevent the downgrade by showing that other organizations recognized security as a function of high importance. This study helped another client show why his company should have a combined CSO/CISO function.

Partner

Find Proven Security Technology Providers

Security leaders at all levels have come to the SEC to ask what security technologies are the right ones, or the best ones, to meet their needs. Unfortunately, no resource existed to provide data on real, value-oriented results gained from implementation of the security products on the market. The SEC created the [Solution Innovations Partner](#) (SIP) program to work with innovative vendors in an informed diligence process that evaluates their risk mitigation and return on investment capabilities. This allows us to help practitioners more easily identify trusted, capable solutions for unique environments.

Because of our SIP partnerships, one client was able to easily and quickly compare executive protection providers and propose the choice to management based on an evaluation of their competencies and value.

About the Security Executive Council

The Security Executive Council is the leading research and advisory firm focused on corporate security risk mitigation strategies and plans. We work with security leaders to transform security programs into more capable and valued centers of excellence.

Get to know the SEC: [Watch our 3-minute video](#) for a quick overview. [Read what your peers have to say about working with us.](#)

For more information, visit www.securityexecutivecouncil.com or email contact@seclader.com.