



# THE INTERNATIONAL SCENARIO OF THE SECURITY MARKET EVOLUTION

The interview with the Past Technical Solution Vice President of Securitas AB and President of the Spanish security Forum Potluck Ing. Antonio Villaseca

## The impact of **technology** on **business models**

Today in this critical phase, also due to the evolution of Covid-19, each industrial area is facing a restart, trying to focus on positive trends, business opportunities and new needs that may emerge in the current economic scenario. The important change we are experiencing must be monitored and managed, especially now that it has become necessary to control flows, accesses and monitoring even where they were not foreseen and that the security sector is more than ever at the center of attention.

Secursat shares ideas and reflections in a short interview with Antonio Villaseca, the President of the Spanish security Forum “Potluck”, sharing an authoritative and different point of view on the evolution of the security scenario on international markets.

**Antonio Villaseca**, is a Senior Security Expert with thirty years of experience in the international security sector, has managed, as Technical Solution Vice President of the Securitas group, the business of the countries of the Mediterranean area (Spain, Italy, France, Portugal) dealing with technology, strategies, development and models risk management.

**“Re-inventing and converting are the main strategies for surviving in this ever-changing world”**



## **International security companies are going through a difficult phase, Antonio Villaseca shares his vision on change**

Inflation, collective bargaining agreements and the lack of public safety, in some countries, have affected the world of security in recent years. The evolution of the market has meanwhile resulted in the progressive reduction of the spaces dedicated to corporate security in favor of cost management departments, leading to new contract negotiation strategies and a progressive leveling of prices often at the expense of quality. The market has therefore only partially benefited from new products, from the evolution from analogue to digital and from the emergence of integration systems, as a result of the drastic reduction in software and computer systems costs.

In this evolutionary context, managers who deal with security often did not understand the change and in the face of this tsunami, which has put companies at risk, they have decided to take actions aimed at reducing costs by giving up human capital and experience, facing the competition through mechanisms based on the “price / hourly price”. As a result of all this, numerous companies have disappeared, due to mergers, acquisitions or bankruptcies, some even successful, but others affected by major mistakes and failures, have become widely discussed case studies in the security industry.

The companies, whose management was based on expert profiles in the intensive management of the workforce, with little added value, continued to use the same strategy, thinking that when the economy recovered everything would return to normal, forgetting perhaps that new technologies and digital transformation are developing at an exponential rate, such as to have disruptive consequences for every economic sector, including security.

Today, COVID-19 has generated new challenges, in every aspect, for people and also for companies. The private security industry is not prepared for this, with a few exceptions. This means an accelerated change of paradigm, that requires new professional profiles. It is necessary to attract new talent to a very closed, endogamic sector, both regarding clients and companies. This new talent must work with vision and urgency, moving from a “classic and comfort” zone the sector has been living in, to a more dynamic and challenging position. In this new position, this talent should take on the challenges, a consequence of the aforementioned situations, and work with ambition in order to face future challenges. Otherwise, from my point of view, it is likely that companies from “other” sectors will come to cannibalize this industry, chop it and transform it into outsourcing from the big operators/consultants of private security services.



## **Products and technology: international market developments**

In the international scenario we should distinguish between some producers, who were surprised by the rapid technological development, others who reacted in time and found better solutions, and new producers, who arrived in recent years, as a result of the rapid development of communications and solutions based on the IoT.

In any case, from my point of view, the future will belong to the manufacturers and developers who provide solutions to private security companies, offering data capture technology and information useful for management in general. In this way, companies can automate security responses, identify new risks and modify protection programs, based on: predictive analysis of statistics on previous incidents, identification of new risks and exchange with other databases relating to perimeter security and / or surrounding.



In my opinion, the situation in Spain might be slightly more held back due to the big influence that legislation and interventionism the Spanish government had, and still has, over the private security sector.

On the other hand, the difficult economic situation as a consequence of this pandemic forces companies to be more restrictive regarding investments and focus on priority issues.

The leading producer/developer countries, in my opinion remain in different respects, China, Japan and other Asian countries and also the United States, Australia and Germany. However, when it comes to security protection and management programs or measures, I consider China, Israel and the United States to be the absolute top.



## **The way to face a change: products become commodities, skills and service management models become the way forward to face change**

Therefore, I am sure that new technologies and digital transformation mean an enormous challenge for the, so far, “predictable” and “comfortable” security sector. Today, Covid-19 has generated new challenges, in every aspect, for people and also for companies and the private security industry has not been prepared and seems to have once again lost an opportunity for change. An accelerated change of the entire security paradigm would be necessary: new professional profiles, new talents in a very closed endogamous sector, both in terms of customers and companies.



It is necessary to work with vision and urgency, moving from the "comfortable" area to a more dynamic and stimulating position to face the challenges, otherwise it is likely that companies from "other" sectors will arrive to cannibalize this sector, break it up and transform it into outsourcing by large operators and private security consultants.

From my point of view, if we consider the risks and protection needs for any type of company from a holistic view, the boundary that has been maintained, for certain interests, between physical and logical security will increasingly tend to fade, if not to disappear. Indeed, new technologies that provide technical support for users of security services are mixed between physical and logical security measures. For this reason, the duality between the managers of these two areas, within a company, no longer makes sense, and it is necessary to have security managers who guide the identification and management of risks, with a 360 ° view of the needs of protection of material assets, employees, customers, corporate image...

If clients and security companies do not see it this way, and continue to maintain this separation between risk analysis, threats, and the implementation of protection measures, both logical and physical, we will not advance. There is the possibility of an entrepreneur, with more vision, seeing this opportunity and getting ahead of everybody, and taking control of this industry, as it has happened before in others different economic sectors.