



# PR-Report to J-MCFE U.S. Market Research Key Performance Indicators for Global Major Banks

«The project provided an opportunity to work in an intercultural environment that enabled us to broaden our knowledge in the areas of KPI development, trend identification, and the complex field of global bank security.»

WTT  
YOUNG  
LEADER  
AWARD



## Project Team

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## Client

A Network of Security Departments of Global Major Banks, London, Great Britain  
 Don Randall / Chairman  
 Rolf Blocher / Project Representative

## Client

The Network of Security Departments of Global Major Banks is the informal network of Chief Security Officers (CSOs) of Global Major Banks and other financial institutions, with emphasis placed on the Europe, Middle East, and Africa (EMEA) region. The organization is domiciled in London, with Chairperson Mr. Don Randall, Head of Corporate Security, Bank of England. It provides a valuable network for maximizing benefits related to safety and security and sharing knowledge across the industry.

## Results

The J-MCFE project culminated in a final list of Key Performance Indicators (KPIs) that was evaluated in several stages. The J-MCFE team identified KPIs through desk research and Critical Success Factors (CSF); the elements necessary for an organization to achieve its mission. CSF criteria were that the department should: run without any incidents; meet tangible and quantifiable goals; and manage to reduce costs. The identified KPIs were arranged in a management dashboard. This Security Analysis Framework for Evaluation (SAFE) dashboard

consists of 20 final KPIs, which fall into three categories of bank security including: personnel, technology, and risks and threats. The SAFE Dashboard shows cause-effect relationships between the KPIs. It will use KPIs to monitor the internal performance of security departments and will help CSOs make decisions regarding allocation of resources across the security department.

## Monitor and benchmark security tasks

The Network of Security Departments of Global Major Banks asked the J-MCFE team to identify KPIs for twenty-five member institutions. Each member would use the KPIs to justify their cost structure and expenditures and to compare performance with other security departments. The SAFE dashboard is intended to be used by individual banks to internally monitor and benchmark security tasks.

## The way to success

During the starting week, the J-MCFE team created a project plan to outline each of the several stages; these phases included information collection, interviews with

CSOs, a preliminary metrics list, an online KPI selection tool, and the SAFE dashboard.

## Rolf Blocher, Client Project Representative



The project idea was a very ambitious one not only because it included very different clients within the Network of Security Departments of Global Major

Banks but also because it has been announced as a forerunner project in the worldwide Banking Security Market. The project team took up the huge challenges fearlessly and, despite a significant lack of support from some members of the Network of Security Departments of Global Major Banks during the final project phase, they sailed effortlessly through the stormy and unknown waters towards the final destination. All team members have demonstrated an extraordinary level of commitment. Excellent work!

## Prof. Dr. Wilfried Lux, Coach FHS St.Gallen Prof. Michael Mozill, Coach Babson College



The project involved market research as well as conceptual work; the team mastered all challenges in an excellent way and delivered results of outstanding quality. All project members applied their business know-how and came up with innovative approaches. The project was conducted very professionally and everyone did an impressive job.

