What is the brand of security in your organisation?

Would your colleagues choose to be associated with it?



Security has a brand, managed or not.

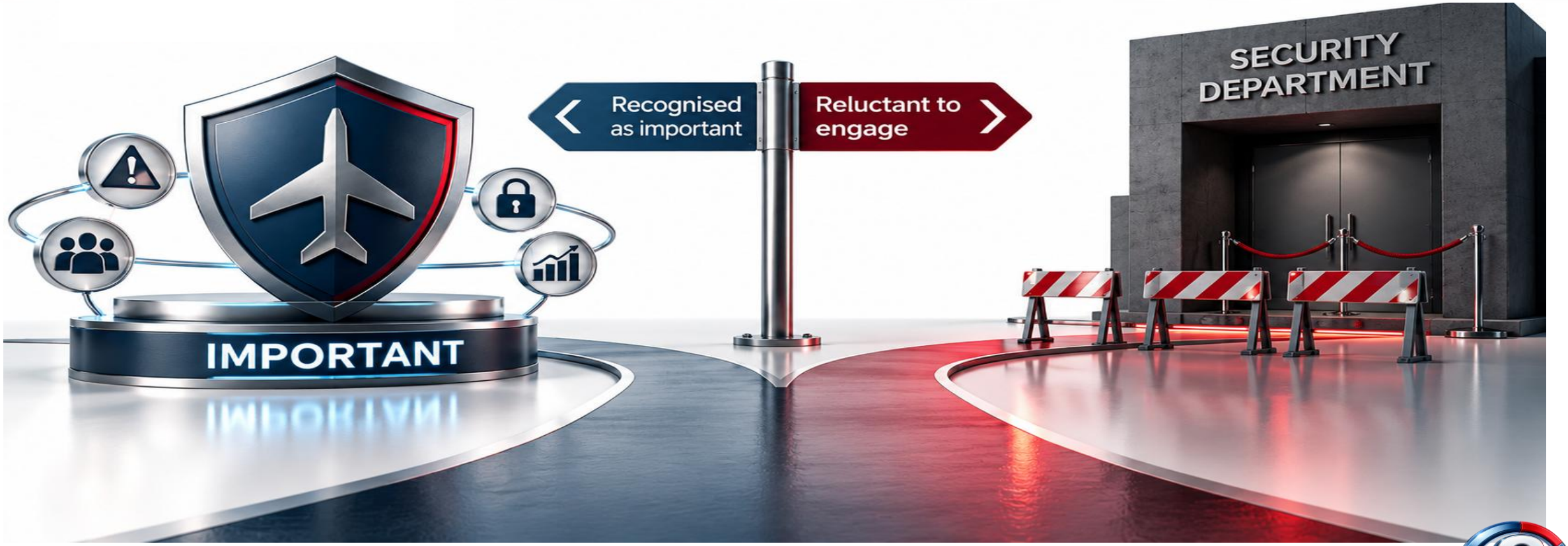
Every interaction contributes to how security is perceived.



For professional discussion and reflection • Illustrative, not prescriptive • Organisational identity, reputation and security culture should be assessed using appropriate evidence, stakeholder perspectives and professional judgement • Improvement measures should be monitored and reviewed through relevant security-management processes.

Importance does not guarantee respect

Employees may value security while avoiding the department responsible for it.



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Intended identity versus experienced identity

Vision, culture and image may tell different stories.



Hatch, M. J. & Schultz, M. (2001). Are the Strategic Stars Aligned for Your Corporate Brand? Harvard Business Review, 79(2), 128–134, 158.

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What is security's identity?

The ACID framework helps identify gaps between reality, communication and ambition.



Balmer, J. M. T. & Soenen, G. B. (1999). The Acid Test of Corporate Identity Management™. Journal of Marketing Management, 15(1–3), 69–92.

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Is security an attractive place to belong?

What makes security an attractive place to work and belong?



Berthon, P., Ewing, M. & Hah, L. L. (2005). Captivating Company: Dimensions of Attractiveness in Employer Branding. International Journal of Advertising, 24(2), 151–172.

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Do people want to identify with security?

Social Identity Theory explores how pride, prestige and belonging influence our connection to a group.



Ashforth, B. E. & Mael, F. (1989). Social Identity Theory and the Organization. Academy of Management Review, 14(1), 20–39.

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Is security approachable and trusted?

Building trust to speak up, challenge and report security concerns.



Edmondson, A. (1999). Psychological Safety and Learning Behavior in Work Teams. Administrative Science Quarterly, 44(2), 350–383.

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What experience does security deliver?

The SERVQUAL model highlights key dimensions of service quality that influence how security is perceived.



Parasuraman, A., Zeithaml, V. A. & Berry, L. L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. Journal of Retailing, 64(1), 12–40.

avsec RESILIENCE

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Is security aligned with business objectives?

Strategic alignment ensures security supports the organisation's wider goals, not just compliance.



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Is security everyone's responsibility?

A strong security culture requires shared ownership across all stakeholders.



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Measure the security brand gap

Understand the difference between the intended security brand and how it is experienced.



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Change the experience

A stronger security brand is built through consistent, positive experiences.



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Key lessons and practical application

Turning insight into action to build a stronger security brand.



This explainer draws upon established research by Hatch and Schultz (2001); Balmer and Soenen (1999); Berthon, Ewing and Hah (2005); Ashforth and Mael (1989); Edmondson (1999); and Parasuraman, Zeithaml and Berry (1988).

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