Securitas AB

Organizational Transformation to “Help Make Your World a Safer Place”

IMD / Securitas

Executive Summary

In 2018 Magnus Ahlqvist became president and CEO of Securitas AB. The security industry was characterized by "boots-on-the ground," low margins, price wars, intense competition and ongoing consolidation. At the same time, security risks were increasing in sophistication, and fast-paced technological advancements were threatening to disrupt Securitas's core manned guarding business. Ahlqvist and his Group Management (GM) team knew they had a unique window to reset the company's strategic direction in response to the external trends.

However, the new strategy would require tremendous organizational development efforts to improve people capabilities, infrastructure, innovation models, operating systems and management processes. The magnitude and complexity of the strategic and organizational challenges called for a strong partner that was grounded in practice and academia – IMD business school. A nine-month engagement ensued, culminating in the formulation of Securitas's five-year strategy and an underpinning organizational transformation. The GM set the ambition to **evolve Securitas from a security services provider to an intelligent protective solutions partner for clients.** They also articulated a new corporate purpose, "We help make your world a safer place," which enabled Securitas to build a unified global identity – externally and internally.

Over the next five years, strategy and organizational development initiatives were rolled out with intentionality (despite Covid). Additional engagements with IMD during this period included a mid-way review of strategic and organizational progress in 2021 and the launch of Securitas's first Group-level Executive Development Program for senior leaders in 2022 (Figure 1). By 2023, Securitas's GM declared impact on multiple fronts (Figure 2).

As a testament to the ongoing value of the Securitas-IMD partnership, the second cohort of the Executive Development Program and a Leadership Bootcamp in 2024 will bring together about 80 top leaders to maintain the momentum into the future.

Watch the video ↗

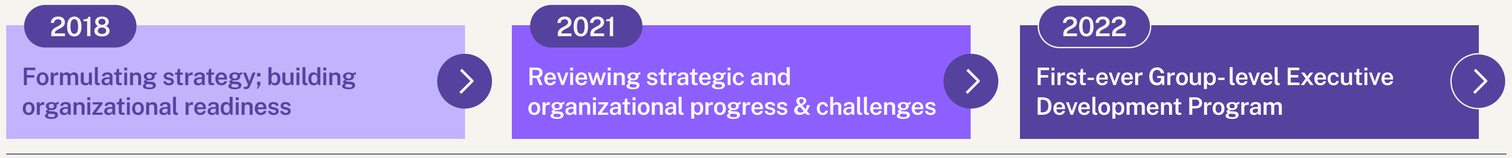

Figure 1: Engagements with IMD

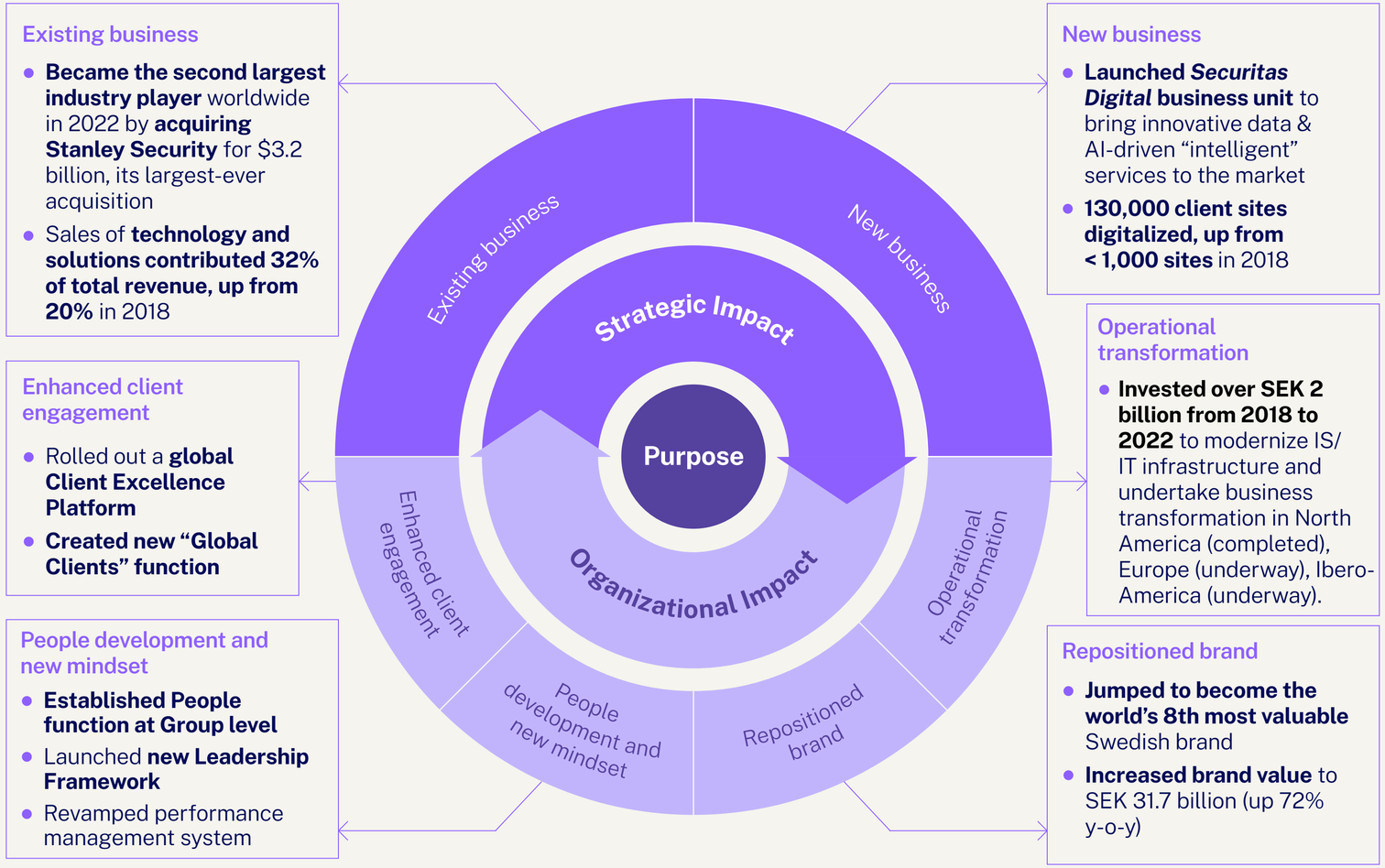

Figure 2: Impact highlights