

From Access Control to Workforce Advantage: Redesigning Security for the Human Era.

**Converged Security &
Workforce Management**

Francis Cepero
ASIS Europe 2026

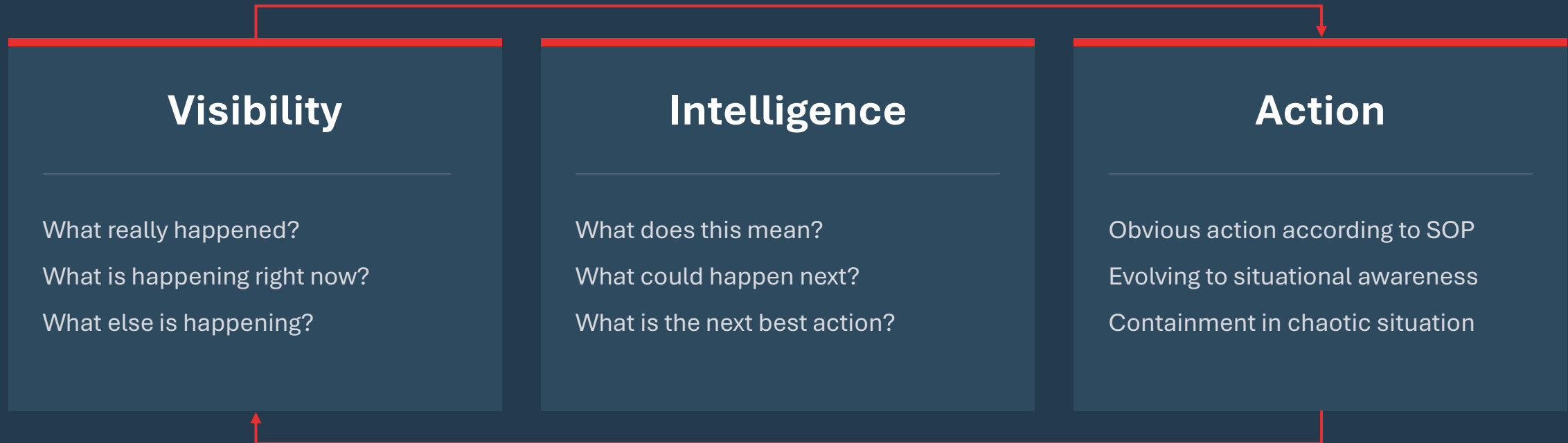
Security is not Resilience.

STRATEGIC CONSIDERATIONS

Resilience: Visibility + Intelligence + Action.



Planning and Hope cannot replace Data Analysis and Action.



Resilience is measured in Action. What Action? How?



Most crises evolve from simple to chaotic. Your response capabilities need to adapt.

SIMPLE

The relationship between cause and effect is obvious to all.
Standard Operational Procedure
Sense > Categorize > Respond

COMPLICATED

Cause and effect requires analysis or some other form of investigation and/or the application of expert knowledge.
Sense > Analyze > Respond

COMPLEX

The relationship between cause and effect can only be perceived in hindsight.
Probe > Sense > Respond

CHAOTIC

The relationship cause and effect is at system level.
Act > Sense > Respond

Cynefin framework helps navigate from obvious scenarios to chaotic developments

Valencia 29.10.2024: All signals were there, but lack of integration failed to produce a coordinated response



The cascade from prediction to catastrophe: > 220 avoidable deaths - 10.7 € bln destruction



Integration and coordination failures, not weather, were the root causes.



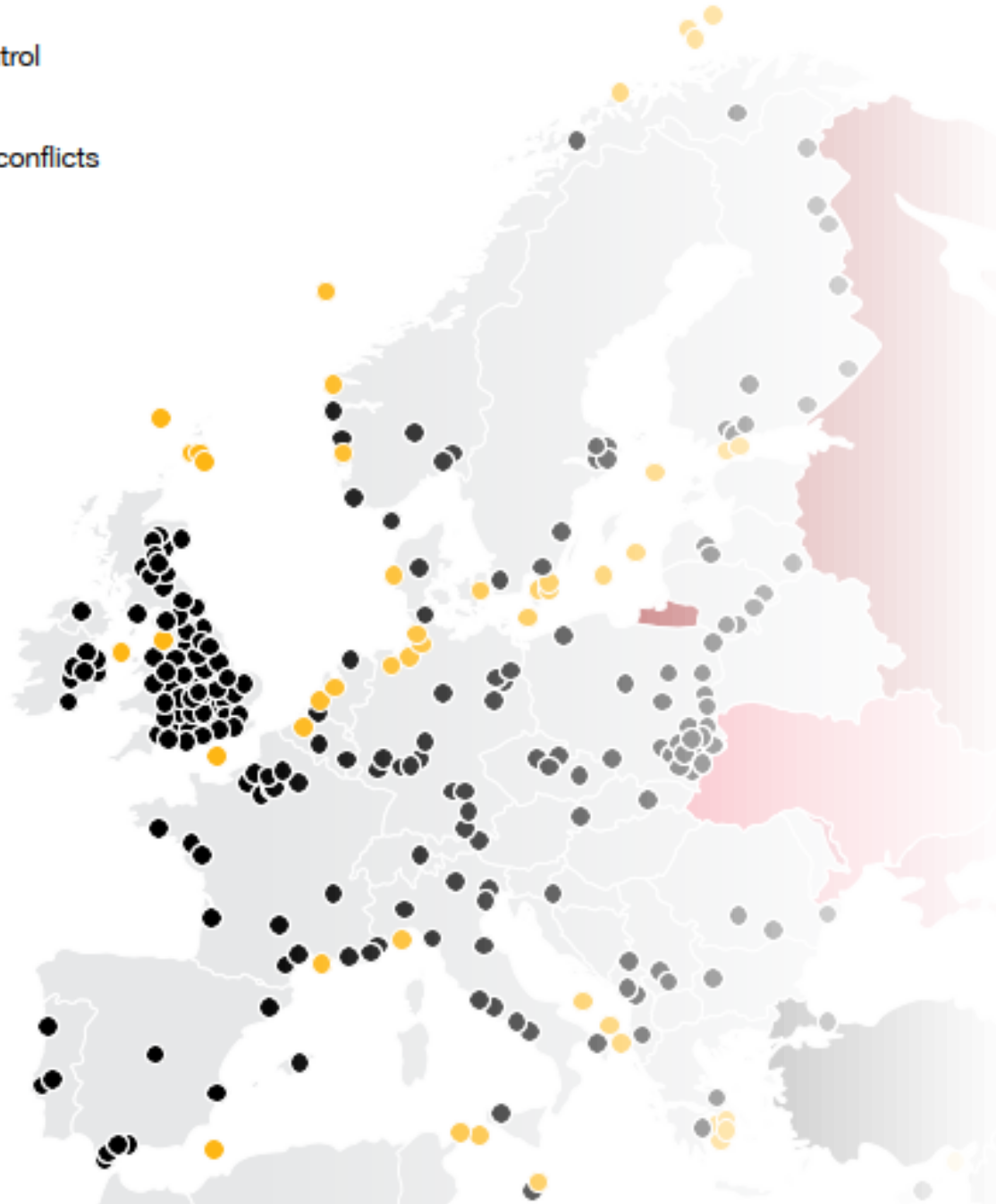
Valencia Floods 29.10. 2024:

Active coordination of resources, before, during and **after**.



PHASE	CYNEFIN DOMAIN	REQUIRED ACTION	ACTUAL ACTION
Forecast phase	Simple	Expert analysis	Bureaucratic monitoring. Inaction in blaming
Flood onset	Complicated → Complex	Rapid adaptation	Slow escalation
Catastrophic flooding	Chaotic	Immediate population alert	Delayed decision
Disaster Recovery	Chaotic -Complex - Complicated	Align efforts and resources (local, state, national)	Symbolic leadership vs. Operational leadership

- Russia
- Territories under Russian control
- Ukraine
- Countries involved in armed conflicts
- Land incidents
- Sea incidents



Natural Disasters are not the main threat vectors for European companies

Towards resilient ecosystems

A proactive approach for securing European Critical Infrastructure

Strategy& -PWC

<https://www.strategyand.pwc.com/it/en/industries/aerospace-defense/resilient-ecosystems.html>

Designing for Resilience.

CONVERGED SECURITY

A large multinational enterprise is more than what we see. ➤
It's a network of people, permissions and processes.

10–50

Legal Entities

across multiple countries

10K – 80K

Managed Identities

employees, contractors, visitors

10–40%

External Workforce

not in core HR

50,000+

Daily Access Events

100–5000 security zones per site

10 – 150

Separate Corporate Systems

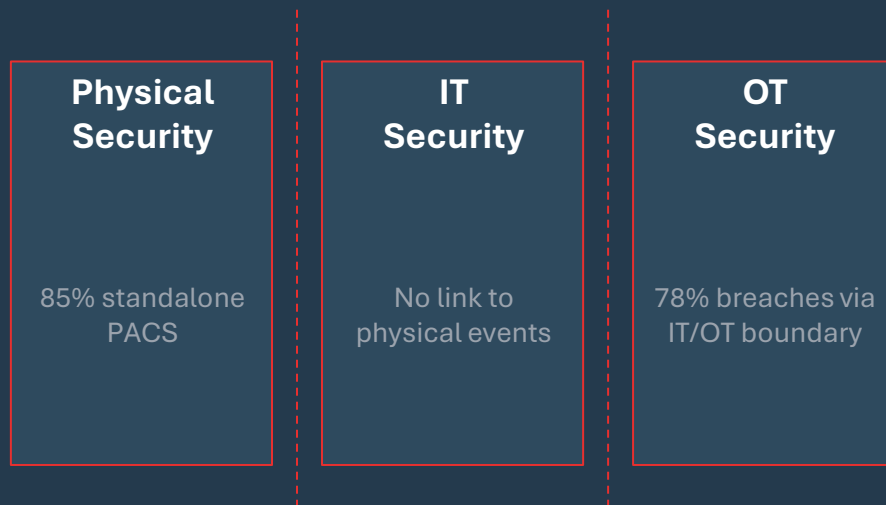
HR, ERP, PACS, WFM, VMS, OT

*Pure magic.
Until it breaks...*

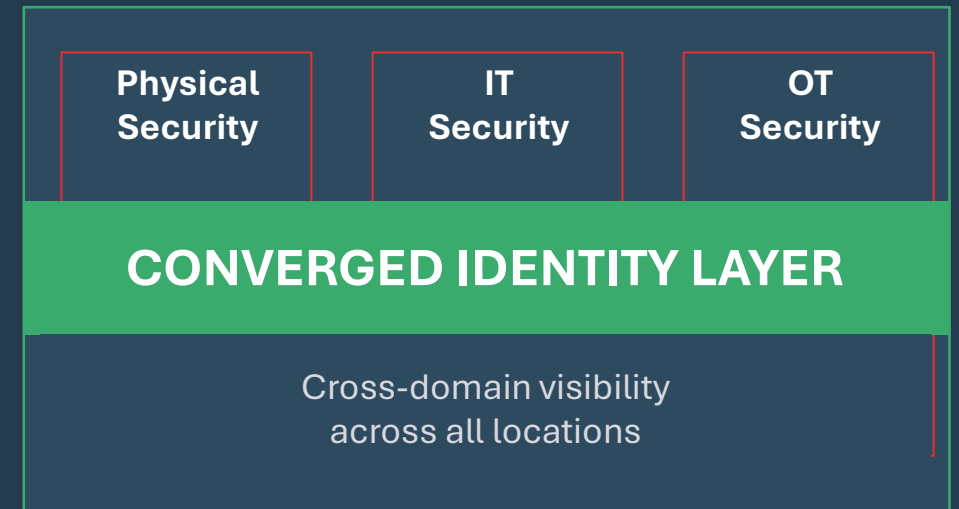
Corporate processes are based on management of identities. Siloed landscapes are brittle. Converged identities bridge silos.

Physical + IT + OT + WFM elements can coordinate processes through a single identity layer

BEFORE



AFTER



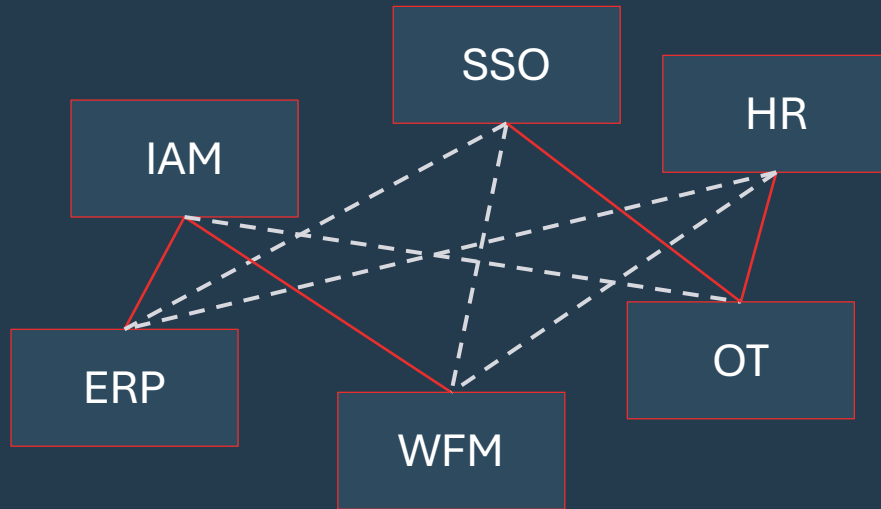
Badge + login + PLC = one identity, one audit trail, one response.

Sources: Primion Analysis, SIA Convergence Report (2024), Rockwell Automation -https://literature.rockwellautomation.com/idc/groups/literature/documents/sp/gmsn-sp025_-en-p.pdf

A converged platform avoids quadratic complexity.

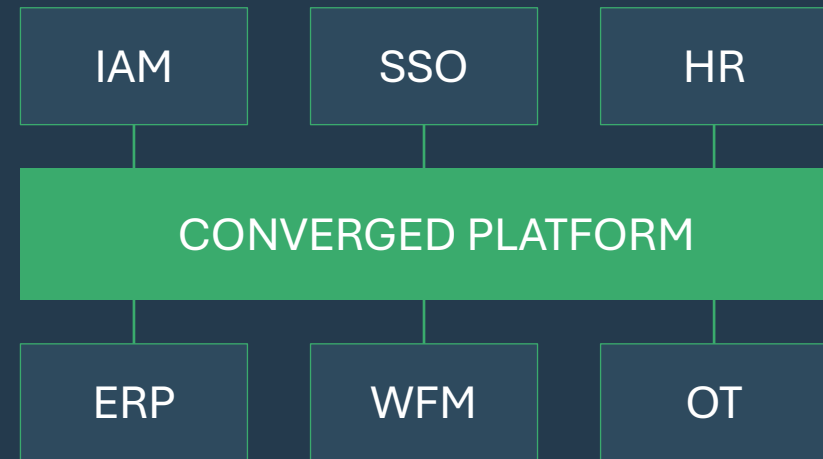


AS-IS



Each new system, each location adds more complexity (N^2)

TO-BE



Each new system adds just one link (N)

Identity is the connective tissue that connects applications, systems, people, machines and AI-Agents.

Every converged security system must answer one single question. ➔
With actions. In real time. Every single time.

Can *person/Al Agent* perform *operation* on *Asset*
at *location* under *conditions* at *time* ?

If not, take [*corrective action 1*] ... [*corrective action N*]

Application Domains integrated by Observability and Policies

Identity Mgmt

Physical/IT-Security

Workforce Mgmt

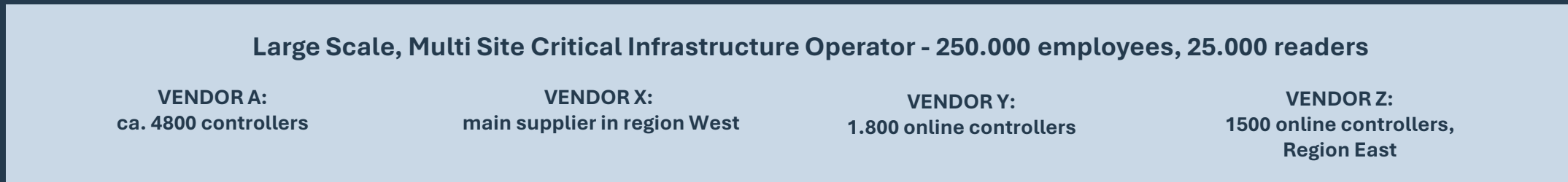
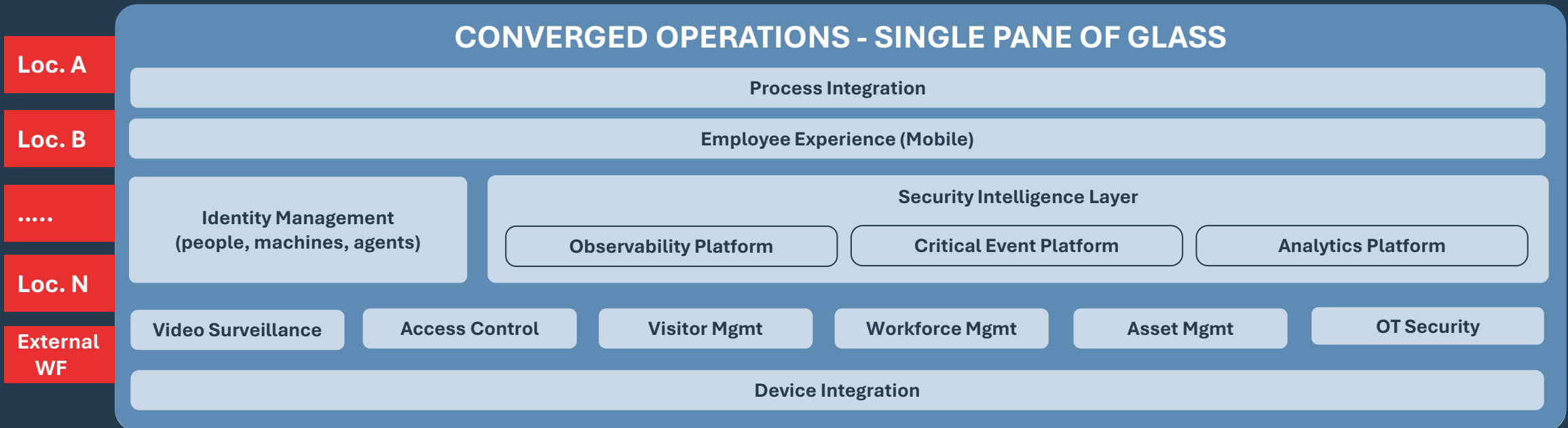
IT/OT-Security

Critical Event Platform (SOAR)

Creating a single Pane of Glass Integration: High Level System View (To Be)



Harmonizing large scale heterogeneous landscapes into one single converged operations layer





18 years of partnership with Fraport, the operator of Frankfurt Airport:

- *Access for 60 million passengers annually through 612 new gate management terminals.*
- *23,000 employees across 178 gates.*
- *81,000 identities from 70 different nations in 800 departments, with authorizations for 4,302 readers.*
- *75,000 managed ID cards for people and transport vehicles*
- *Terminal 3 rollout successfully completed*

Designing for Resilience.

WORKFORCE MANAGEMENT

600 stranded passengers: capacity available, but unreachable. ➔

Munich Airport, 23.02.2026

600 passengers stranded overnight on aircrafts due to heavy snowfall

- ⚠ Bus drivers went home after shift
- ⚠ No phone numbers to reach them
- ⚠ No external pool to activate



People availability starts with real-time connection.

Every real crisis will test your capacity limits.



Build flexible pools in excess of your own limitations. Connect all workers.

From 'nobody could reach drivers' to real-time workforce activation

What was missing	What could help?	Outcome
No way to reach drivers after shift	Smart Availability: every worker (temp/external/permanent) reachable in real-time via Mobile App	Drivers contacted in seconds
No external pool to activate	Shift Market: export open shifts to qualified external/internal pools	External capacity available in minutes
3-day manual replanning cycle	Continuous Planning: sub-second Contingency planning, evolving with situation	New plan before passengers notice

Built on converged operations platform (IT/OT/Physical + WFM)



Over 10 years Converged Security and WFM at one of the largest logistics hubs in Europe:

- *> 12000 workers, approx. 6000 permanent. All connected via mobile applications.*
- *Compliant hourly pay, differentiated by task*
- *Full Role & Attribute based access to different zones*
- *Identity Mgmt, WFM, T&A, ShiftPlanning, Contractor Evaluation, Visitor Mgmt, Badge Mgmt, Perimeter Security, Video Surveillance and Parking Mgmt. All integrated.*

Designing for resilience and compliance is good. With operational profits as free collateral benefits.



Converged operations deliver workforce benefits on top of protection

*Your systems track every badge scan, every access event, every identity. That is operational intelligence.
Amplify the reach of your planning with external capacity pools, improved process efficiencies and lower costs.*

Better Utilization

Frontline Workers integrated (access + content)

External, qualified capacity pools activated

Centralized qualifications (external/internal)

Faster Onboarding – No Delays

Business Processes Standardization

Better Planning

Optimized shifts – 100% compliant payments

Reduce Overtime / Overpayment

Maximize revenue - less understaffing (peak)

Lower planning costs - from 12h to minutes

Proactive plan for ecosystem of companies

Better Operations

Who is where = Realtime allocation

Single view across all locations

Enforcement of security / business policies

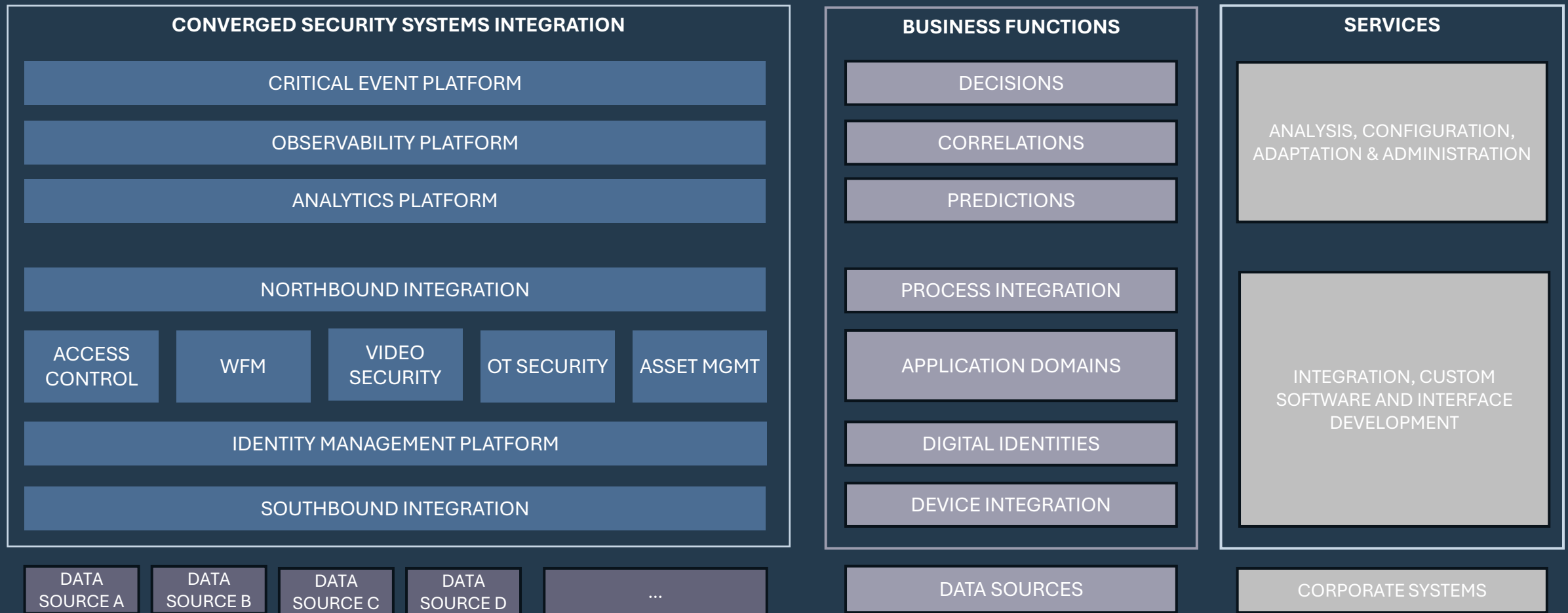
Lower costs of integration (M&A/ Divest)

Lower process costs

Integration is the pre-requisite for Resilience.



Coordinating „Sense-Analyze-React“ capabilities makes you resilient. Coordination cannot happen without visibility. Visibility cannot happen without integration. Start now.





Human identity unsolved today means machine identity impossible tomorrow.

Managing 10,000 robots starts with managing 10,000 people

TODAY

10,000 human identities
across physical, IT, and OT domains

TOMORROW

+ Robots, AI agents,
autonomous systems

4.2M

Industrial Robots

worldwide by 2025 (IFR)

51%

Agentic AI Plans

enterprises by 2027 (Gartner)

45:1

Machine : Human

identity ratio (CyberArk)



Do you think managing people securely is difficult?

Think again



Convergence & Integration as prerequisite for Resilience.



01

Why integration and convergence matters

Siloed systems fail when threats cross boundaries.
Large companies with complex landscapes demand convergence of security.

02

How convergence works

One identity layer across physical, IT, and OT. Single Pane of Glass for Control and Visibility.
Converged Security and Workforce Mgmt as business integration platform

03

Business Value beyond security and compliance

Improved workforce agility and business value. Transforming compliance spending into strong profits
Preparing for AI-Agents and Machines

Source: Primion Analysis

Thank you
for your attention!



FRANCIS CEPERO

PRIMION GROUP CEO

francis.cepero@primion.eu

[primion.io](https://www.primion.io)



Primion Today

One Mission: Prevent. Protect. Preserve

Global Solution Provider

for Converged Security Solutions and Workforce Management

Over 5000

satisfied customers all over the world

Over 30 years

of experience, delivering enterprise solutions

International Ecosystem

of dedicated, trusted partners

Full Service Stack

Consulting, Development, Installation, Maintenance Support

+450 Experts

with passion for High Performance Solutions



Primion Focus



We integrate physical and digital identities in one modern, secure employee experience. For all workers, frontline or back-office, temporary or permanent. **In all industries.**

