

KYALMUN'26

JCC

Study Guide

Agenda Item: *The Robbery of the Spain: La Casa de Papel*

Under Secretary General

Eren Kazan

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Letter From the Secretary General

Dear Distinguished Delegates,

Welcome to the Joint Crisis Committee of KYALMUN'26, inspired by La Casa de Papel. This committee offers an intense and unpredictable environment where strategy, creativity, and rapid decision-making are essential. With an open agenda, the course of events will be shaped entirely by your actions.

In this room, there are no predefined paths—only choices and consequences. I encourage you to think boldly, adapt quickly, and work closely with your team. May this committee push you beyond traditional debate and deliver one of the most unforgettable experiences of the conference.

Sincerely,

Yağmur Sarıtaş

Secretary-General, KYALMUN'26

Letter From the Under Secretary General

Welcome to the Joint Crisis Committee (JCC) representing the culmination of KYALMUN '25, the ultimate test of crisis management, La Casa de Papel: The Bank of Spain Robbery.

If the Royal Mint robbery was a dress rehearsal, what you now face is a real war, threatening Spain's economic independence and national prestige. This time, it's not just about printing money; a nation's historic gold reserves are being eroded, and in the process, the entire state's security and intelligence apparatus is on the verge of collapse.

You will either be geniuses attempting the impossible under the Professor's flawless logic and Palermo's chaotic internal leadership, or government officials caught between ethics and necessity under Alicia Sierra's brutal interrogation techniques and Colonel Tamayo's military pressure.

Your success on this committee depends not only on your mastery of diplomatic language, but also on your time management, psychological pressure, and military logistics skills. The speed at which the Central Bank's gold melts will rival your decision-making speed. Remember, in this crisis, the lives of hostages, the economic future of a nation, your reputation in the eyes of the international community, and your speed and success in the international arena will be at stake.

This committee requires a deep understanding of character and context. It is vital that you've thoroughly watched the episodes of the series covering the Central Bank Heist (seasons 3 and onward) to understand the basis for your decisions. You can not address the complexity of this crisis without understanding Sierra's brutality, Tamayo's political pressure, and the team's motivation to save Lisbon. This isn't just advice; it's a prerequisite for success.

You can contact me at erenkzn518@gmail.com or my personal phone number +905516356995. I wish the best for all of you, and I hope we all enjoy our time throughout the conference. Best Wishes Under-Secretary General: Eren Kazan

Directive Format

The procedure of the crisis committees are much different than the GA committees. Firstly, you are not representing a country but representing a character from the date that we will simulate. That means you don't have to use "we" language in these kinds of committees. Crises are the events and updates that the crisis team will give you according to your actions throughout the committee. You will receive lots of them since you will take your next movements according to these crises and updates. One of your aims in the committee will be to solve these crises by taking proper action.

You will take these actions by using your personal or the cabinet's power and write directives instead of the resolution papers, like in the GA committees. Directives are the documents you write to take immediate actions and create short-term solutions, which is the difference between directives and resolution papers. Another aspect of directives differing from resolution papers is that you write multiple directives and write them on your papers via handwriting. Now let's learn what exactly directives are and how to write them.

Directive Format

Directive Types

-Personal Directives: In personal directives, you take actions as yourself by using your own personal powers. Since you will be using your own powers, you should consider what powers does your character have. For example, a character who is a commander can take some military actions, etc.

-Joint Directives: Joint Directives are directives that are written by more than one person. You can separate and write the directive part by part. While writing these directives, it is crucial that you work together in coordination and reach a middle ground about your ideas.

-Information Directives: In information directives, you ask for some data that is not written in the study guide. These types of directives should be short and clear.

The Crisis Team will tell you the info you need in the next update if what you ask is necessary and clear. An information directive example:

From: Tokyo

JCC- CABINET OF PROFESSOR

To: Professor

14.07

I would like to be informed about our troop counts, Headquarter that outside of the Bank.

-Press Releases: In press releases, you are addressing the people in the country by using the media organs. They are crucial for controlling public opinion, so you should use them wisely. Language skills are crucial in order to write a well-structured and effective press release.

-Top Secret Directives: In top secret directives, you also take actions by using your powers but the difference is that the directive will not be known by anyone in your cabinet. These types of directives are mostly used for assassinating someone in your cabinet or even your chair. You have to give these directives secretly to the admins for them to bring your directives to the crisis team members. Since your chair shouldn't see top secret directives, find a way to give it to the admins. You can give it via hiding it inside your empty water cup, secretly putting it in their pockets, etc.

How to Write a Proper Directive:

-> Always write your character's name and the committee on the directive.

-> You need to write the timestamp on top of your directive that you are sending. The crisis team will evaluate your directives according to timestamps.

-> It is highly suggested to give enough details in your directives for them to be accepted and evaluated. Your directive must answer the "Five Ws and one H" questions (Who, What, Why, Where, When, and How)

->Your directive's purpose and aim should be clear.

->You should use accurate information. If you cannot find the information you want on the internet, you can send an info directive about it. You should not write your directives like writing a story. Using ‘If, Else Clauses’ in your directives will improve the quality of your directives.

->You should write your directives in readable handwriting for the crisis team members to give your directives fair updates.

Introduction to the Committee

Our committee is convening with the main agenda item, "The Crisis of the Illicit Seizure of the Bank of Spain and the Melting of the National Gold Reserve: Restoring National Security and Global Financial Stability." This heist has gone far beyond the initial action at the Mint. The scope of the crisis has escalated from a national to a global economic threat.

The Professor's Cabinet's primary objective is to achieve the impossible, requiring unprecedented logistical ingenuity: melting down Spain's 90-ton National Gold Reserve and removing it from a waterlogged vault. This action directly threatens the stability of the Eurozone and challenges the Spanish Police Authority's Cabinet to reassure international financial markets. Furthermore, the threat of Lisbon (Raquel Murillo), a member of the external operational team, falling into police hands will create a major emotional and strategic crisis for the Professor's Cabinet in the later stages of the heist. Therefore, the delegates must prioritize not only the gold but also the fate of the team members and the economic independence of a nation.

Distinguished delegates, the crisis before you presents an unprecedented challenge in the history of KYALMUN '25. The romantic anarchy of the first heist is behind us; we are now facing a well-planned attack on the heart of a nation, the Bank of Spain, with the potential to shake global financial markets. Our Joint Crisis Committee (JCC) format will allow you to experience this dual, escalating battle in its most realistic form.

The Professor's cabinet must not only tackle the daunting engineering and logistical task of melting down the multi-ton national gold reserve and extracting it from a waterlogged vault; they must also protect key operational teams (including Lisbon) from constant police and intelligence pressure. The most critical turning point for this JCC is the threat of Lisbon falling into police hands during the external operations, and the emotional and strategic pressure this would place on the robbers and the Professor. This potential crisis could transform the committee from a mere gold theft crisis into a high-stakes rescue operation and revenge operation.

For the Spanish Police Authority Cabinet, the pressure is unbearable: the threat of economic ruin, the political fallout from Chief Inspector Alicia Sierra's unethical interrogation methods, and Colonel Tamayo's relentless pressure for military intervention threaten to paralyze your decision-making process. The committee's flow will begin with the critical moment the thieves break into the Central Bank, and every second will be shaped by your directives. From the initial crisis update (the Professor's propaganda campaign) to the hostage-taking process, you must react immediately with your directives.

This committee will begin at Time 0, the moment the bank's door is broken down, and from the very first second, the full weight of the chess game between the Professor's Cabinet and the Spanish Police Authority Cabinet will be on your table. Initially, the Professor's Cabinet will be forced to maintain logistical control within the bank and write the transport instructions for the gold vault. The Professor's media campaign, announced in the first Crisis Update, will trigger an immediate Public Relations and Intelligence crisis for the Spanish Police Authority Cabinet. The committee's progress will be determined not by your words, but by your directives, presented entirely in writing and immediately processed by the Crisis Team. These directives must be concrete, actionable, and high-risk action plans, such as "what illegal coercive methods will Alicia Sierra use when interrogating the captured hostage Gandia?" or "how many tons of liquefied nitrogen will be smuggled into the bank to melt the gold."

This cycle will quickly escalate into a feedback storm, with the Professor's Cabinet implementing directives to dig tunnels and melt the gold, while the Spanish Police Authority Cabinet simultaneously implements directives for military intervention, counter-intelligence, and reassurance of international financial markets.

Crucially, unexpected Mid-Heist Crises, such as the escalating danger of Lisbon (Raquel Murillo) from the outside operations team falling into the hands of the police, will radically alter the plans of all factions and confront you with emotional and ethical dilemmas.

Beyond all this chaos lie Secret Missions, which each delegate receives via email before the committee meeting, and which may contradict the faction's shared purpose. These missions will create a constant atmosphere of distrust, betrayal, and unexpected alliances within the cabinets, so that victory lies not only in recovering or stealing the gold but also in protecting your individual interests in the most secret way. In short, this is not a simulation, but a battle that will determine the fate of the Bank of Spain, and you are the sole authority to change the course of this historic event.

This committee abandons the safe isolation of classic Model United Nations formats. No action taken, no directive given here is “theoretical” or “symbolic.” It will be acted upon immediately by the Crisis Team as an instruction given by the delegates, and will have irreversible consequences. A mistimed order, an inadequately planned operation, or a single sentence that lightly undermines the opponent's actions could result in the deaths of hostages, the disintegration of operational teams, or the irreversible dragging of Spain's financial system into a dead end.

Delegates must be clearly aware that this committee does not have the luxury of “trial and error.” The Crisis Team will evaluate the given directives based on the most brutal and realistic scenarios; decisions will be made taking into account the political consequences, public reaction, international pressure, and the human element on the ground. A failure could mean not just a loss of points, but the capture, exposure, or death of a key figure. Similarly, overly aggressive or unethical methods, even if they provide short-term advantages, can lead to a complete erosion of state authority and public trust in the long run.

The committee's proceedings will proceed entirely under time pressure. Crises will arise regardless of delegates' readiness; a single disruption in external operations could render all internal bank plans obsolete. Mid-heist crises, such as the potential capture of Lisbon, will force delegates to abandon pre-prepared plans and devise

new strategies in seconds. Delegates who hesitate, wait, or pass the buck will be considered to have relinquished the initiative to the opposing side.

Furthermore, delegates must remember that the directives they write shape not only their own cabinets but also the moves of the opposing side. Every aggressive step could provoke a harsher and more destructive response from the other side. Every sign of weakness will be exploited by the opponent. Therefore, the committee demands not only strong plans but also consistent, sustainable strategies with predictable outcomes.

Finally, this committee serves as a clear warning to the delegates: The Crisis Team is here not to protect you, but to test you. No character is “untouchable.” No plan will be considered successful simply because it was written in good faith. Winners at this table will not be the fastest writers, but those who think most coolly, accurately calculate the risks, and are prepared to pay the price. Therefore, delegates are expected to choose their words carefully, consider each directive like a chess move, and never underestimate the reality of this committee.

Introduction to the Agenda Item

This event is recorded as one of the most devastating crises. It is not merely a planned attack on a highly secure financial institution; it is also a multifaceted challenge to state authority, national sovereignty, economic independence, and public trust. The depth of the crisis is further amplified by the fact that every decision made will shape not only the present but also Spain's long-term political and economic future.

The events of the first robbery exposed the weaknesses of the state apparatus; these weaknesses were consciously exploited in the second robbery by both the criminal organization and state actors. The Central Bank is no longer just a building, but a battleground for psychological warfare, time management, and perception management operations. The loss of control over one of the state's most secure structures has raised the question in public opinion: "Is the state truly strong?", a question that has also been taken to the international arena.

At the heart of this crisis are the gold reserves, which are not merely a tangible asset; they represent a fundamental pillar of Spain's economic stability, monetary policy, and international credibility. The heist team's plan to deplete the reserves

represents far more than a physical theft. The melting of the gold has initiated an irreversible process; the state's strategy of prolonging the crisis is becoming increasingly meaningless with each passing minute. Time, in this crisis, is working in favor of the robbers, not the state.

Meanwhile, the internal situation is at least as complex as the external threats. The hostages held within the Central Bank are not only a bargaining chip but also a factor determining the moral limits of any military or operational decision. The delicate balance between the lives of the hostages and the preservation of state authority constantly places decision-makers in an ethical dilemma. This dilemma is further deepened by pressure from public opinion and the media.

On the state front, the crisis has clearly revealed institutional inconsistencies and leadership conflicts. There is no complete consensus among the security forces, intelligence agencies, political authority, and military command. While Alicia Sierra's aggressive, unrestrained, and often unethical methods may yield short-term results, they risk undermining the state's legitimacy in the long term. Colonel Tamayo, with his military-focused approach, finds himself caught between political pressures and public expectations. This internal conflict severely complicates the effective management of the crisis.

The situation on the heists' side is not as stable as it seems. Professor's plan, based on absolute control and mathematical precision, is constantly tested by Palermo's unpredictable leadership style and emotional breakdowns within the team. The goal is not only to extract the gold; it is also to force the state into negotiation, buy time, and maintain internal control. While each internal conflict may seem like an opportunity for the state, a wrong move could consolidate these conflicts in favor of the heists.

The international dimension further complicates the crisis. Events at the Bank of Spain are being closely followed by global financial markets; investor confidence is rapidly eroding. The possibility of intervention by the European Union, NATO, and other international actors both expands and restricts the state's room for maneuver. Every step taken carries a message not only to the domestic public but also to the international public.

Under this agenda item, delegates are expected to evaluate the crisis not as a one-dimensional security issue, but by considering its military, economic, political, ethical, and psychological dimensions. Will time-gaining strategies be employed, or will a swift and risky intervention be preferred? Will transparency be ensured for the public, or will information control be prioritized? Should negotiation be strengthened, or should state authority be asserted forcefully?

In the later stages of the crisis, time ceases to be merely an operational variable and becomes the crisis itself. The process of depleting gold reserves creates an irreversible threshold, and the state's options narrow with each passing hour. This forces decision-makers to act on the principle of "minimizing damage," but there is no consensus on what constitutes "less damage." Every delay weakens the state's bargaining power, while every sudden intervention jeopardizes the lives of the hostages and international legitimacy.

At this point, psychological warfare becomes one of the most defining elements of the crisis. The public image of the perpetrators is deliberately juxtaposed with the state's harsh and repressive image. The perception created through the media, social networks, and leaked information can produce far more effective results than actual conflict. Every step the state takes is interpreted, not only domestically but also internationally, as a show of strength or a sign of weakness. Therefore, the crisis is managed not with weapons, but with words, images, and timing.

The power struggle within the Central Bank is also directly affecting the course of the crisis. The hostages' psychological state is steadily deteriorating, making it difficult for both the robbers to maintain their internal discipline and for the state to implement intervention plans. The slightest panic inside has the potential to trigger a chain reaction of security collapse. Therefore, delegates must consider not only large-scale military or diplomatic maneuvers but also human behavior at the micro level.

From the perspective of the state mechanism, the crisis management process also serves as a test of institutional resilience. The flow of information, the chain of command, and the sharing of authority between different institutions are constantly questioned. As the crisis drags on, the patience of the political authority diminishes; the pressure to achieve quick results threatens rational decision-making processes. In this environment, a wrong decision could not only

jeopardize the current crisis but also render all future national security policies questionable.

On the heist side, the conflict between the technical perfection of the plan and the human factor is becoming increasingly apparent. The Professor's envisioned flawless scenario constantly needs revision in the face of emotional breakdowns, leadership struggles, and unexpected developments in the field. The balance between Palermo's authority, the team's loyalty, and individual motivations has the power to determine as much the success as the failure of the operation. While this situation presents potential opportunities for the state, misinterpretation could exacerbate the crisis.

In the international system, the central bank crisis is giving rise to new debates about how states should respond to crises. The line between the principle of sovereignty and international responsibilities is blurring; Spain's decisions have the potential to set a precedent for similar crises. Therefore, delegates should consider not only "how to end the crisis?" but also "how will this crisis be remembered?"

The Bank of Spain, in the heart of Madrid, is going about its usual day. Bank employees are busy with routine operations, while the outside world is unaware of the plan unfolding silently within the building. At this point, the crisis is still invisible, alarm levels are normal, and state authorities have not yet intervened.

The robbery team is in the first phase of an operation that is the product of long-term planning: entry into the bank. The goal at this stage is not quick results, but to silently test the security systems and alarm mechanisms in the building. Every move is meticulously calculated, every step taken with potential risks in mind. A small mistake inside could trigger a chain reaction of consequences in the minutes to come.

On the state side, the incident is considered a technical security issue. Security forces treat the limited disruption to the bank as a routine malfunction; the political authority interprets the situation as a limited security incident. The media is silent, the public is uninformed, and no extraordinary movements are observed in the markets.

At this stage, the committee begins. The hostages are not yet under control, the gold reserves are not threatened, and not all state institutions are aware of the crisis. This starting point offers the delegates a wide scope for strategic decision-making, crisis management, and diplomatic planning.

Delegates must determine the strategy they will implement in the initial stages of the event, considering time management, communication channels, and risk assessment. The steps taken at this stage will determine the direction of the crisis later on and shape the fundamental dynamics of the JCC.

The Perspective of the Professor's Cabinet

The operation against the Bank of Spain was not merely an act of entering a high-security building for the robbers; it was the culmination of long-term strategic preparation. At this stage, the team had to rely not only on the technical accuracy of the plan but also on the discipline of its execution in the field. The initial phase of the operation was based more on control than speed. The goal was not to attract early attention, but to gauge the state's reflexes, analyze the real-time responses of security protocols, and establish a sustainable advantage inside.

In this early stage of the heist, stealth is the primary strategic priority. Security systems, alarm mechanisms, and personnel movements within the bank are systematically deactivated as planned. Each step lays the groundwork for the successful execution of subsequent phases. A mistake at this point would not only jeopardize the operation but also weaken the government's bargaining power by delaying its intervention.

For the robbers, time is not a linear concept but a strategically crafted tool. Every minute that passes at the beginning of the operation provides the team with an opportunity to gather information and assess the situation. The speed and scale of the government's response will determine which moves are possible in the subsequent stages. Therefore, the robbers prefer a controlled approach rather than hasty decisions. The efficient use of time is considered a critical factor in the success of the operation.

The success of an operation depends not only on managing external threats but also on maintaining team cohesion. The robbers are individuals with diverse

backgrounds, personalities, and motivations. This diversity, when managed correctly, provides operational flexibility; however, if left unchecked, it has the potential to become a serious weakness. Leadership, in this context, involves not only maintaining a chain of command but also the responsibility of sustaining trust, discipline, and psychological resilience within the team.

A small crack in internal dynamics can trigger a chain reaction that jeopardizes the entire operation. Individual reactions under stress, uncertainty, and time pressure can lead to deviations from the plan. Therefore, internal control is as crucial for the robbers as external security measures. Every decision made during the operation must consider the balance within the team.

The robber's strategic approach is not limited to seizing physical control of the bank. They also calculate how the crisis will be perceived externally. The early stages of the crisis becoming visible could lead the state to consider harsh intervention options. This means the operation comes under pressure even during its preparation phase. Therefore, perception management is considered a silent but critical part of the operation.

As the operation progresses, the differences between the theoretical perfection of the plan and the reality on the ground become more apparent. Previously envisioned scenarios may need to be adjusted in the face of unexpected developments. This flexibility is not seen as a failure of the plan; rather, it is an indication of its survivability. However, any changes made at this point must be carefully considered, as they could create a chain reaction.

One of the biggest risks for robbers is the illusion of control. The initial advantage gained in the early stages of the operation can create a sense of absolute confidence. This can lead to underestimating risks and overlooking critical details. Therefore, the team must constantly question its own position and identify potential weaknesses. Success is determined not only by moments of strength, but also by the right decisions made during moments of vulnerability.

From this perspective, the operation is not treated as the execution of a fixed plan, but as a dynamic crisis management process. The robbers must simultaneously analyze the state's reactions, the bank's internal conditions, and their own internal balance. Each decision becomes the consequence of the previous one and the cause

of the next. This chain reaction transforms the operation from a classic criminal act into a multi-layered crisis scenario.

The robber's entry into the Bank of Spain is far more complex and risky than the previous heist in the series. This time, the target is not a money printing facility, but an actively operating institution, protected at a military level and considered the heart of the state. The bank is under the indirect control of the military and intelligence services, not just the police. Therefore, the operation is not a direct assault through the doors, but a multi-layered, deceptive, and time-spread entry plan.

At this stage in the series, it is noteworthy that the robbers use the building's infrastructure, underground connections, and water systems to gain access to the bank. This detail shows that the operation was carried out not only through weapons and threats, but also with knowledge of engineering, geography, and urban planning. Although the bank appears strong from above, it has vulnerabilities at the infrastructure level. The robbers target precisely these points.

Once inside the bank, the initial goal isn't to create chaos. Instead, the aim is to maintain order. Bank employees, managers, and security personnel are brought under control, with a deliberate avoidance of unnecessary violence. This is clearly emphasized in the series: violence is not a means, but the last resort. This approach is part of the robbers' desire to reshape public perception from the outset.

At this point, the Bank President and high-ranking officials play a key role. Because access to the gold reserves at the Central Bank is not possible with the decision of a single individual. In the series, this is an important detail demonstrating how layered and bureaucratic the state structure is. The robbers hold not only the vault but also the state's decision-making mechanism hostage.

One of the most iconic elements of the operation is the target itself: This heist doesn't involve printing money. The goal is to melt down and destroy Spain's gold reserves. In the series, the idea of melting the gold signifies irreversibility. Money can be tracked by serial numbers, but melted gold is no longer "state-owned." This is a very powerful blow, both economically and symbolically.

The process of melting the gold is particularly emphasized in the series because it takes time. The heist isn't a quick escape; it's a long-term power struggle with the state. This transforms the inside of the bank into a waiting room. Tension increases not with explosions, but with the passing minutes. Every hour that passes means a loss for the state and a gain for the robbers.

Another striking element in this episode is that the robbers face an internal risk as dangerous as a military threat: the bank's own security structure. The Central Bank is no ordinary building, and inside there are elements designed as the "last line of defense" for the state. This makes the operation constantly unpredictable. The robbers are forced to make improvised decisions when they have to deviate from the plan.

All these details in the film show the following from JCC's perspective:

This heist is not a crisis that can be won with a single move. As seen in the series, the operation progresses through time, psychology, space, and perception. The struggle between the parties becomes less of an armed conflict and more of a test of who can last longer.

The unusual events at the Central Bank are not initially classified as a clear threat by the police and security forces. Interruptions in communication with the bank and inconsistent data from security systems are initially assessed as a possible technical malfunction or a limited security breach. However, information quickly gathered indicates that the incident is not a simple disruption. In a critical institution like the Central Bank, the simultaneous disabling of multiple systems forces security units to adopt a more cautious alert level.

From a police perspective, one of the most challenging aspects of this crisis is the lack of information. In the initial stages of the incident, it was unclear exactly what was happening inside. The hostages' situation, which parts of the bank were under control, and the real objective of the other side remained uncertain. This severely complicates the process of "clarifying the situation," a fundamental principle of police operations. An early step based on a false assumption has the potential to have irreversible consequences.

As clearly shown in the series, the security of the Central Bank is no ordinary police matter. The bank has military-level protection protocols and a structure that

can create a confusion of authority among police, military, and intelligence units. This situation not only puts police commanders on the ground under operational pressure but also exposes them to political and bureaucratic pressures. Every decision must be evaluated not only in terms of tactical consequences but also in terms of institutional responsibilities.

From the police's perspective, time becomes a paradoxical element. On the one hand, it's clear that swift action is necessary; on the other, the risk of intervention without sufficient information is significant. This tension is particularly emphasized in the series: waiting appears as weakness, while haste can lead to disaster. Therefore, while the police try to control the crisis by spreading it out over time, they also face the question from public opinion and political authorities: "Why hasn't there been any intervention yet?"

The symbolic value of the Central Bank further increases the pressure on the police. It's not just a building; it's a symbol of the state's economic power and sovereignty. Therefore, the apparent loss of control over the bank means not only a security vulnerability but also a loss of prestige. In the series, the police are constantly seen acting under the pressure of "the state must appear strong." This pressure creates a serious tension between operational rationality and political expectations.

One of the most defining problems for the police in the later stages of the crisis is the blurring of decision-making authority. When a strategic target like the Central Bank is involved, the scope of initiative for local police commanders rapidly narrows; political authorities, high-level security bureaucracy, and military advisors become involved in the process. In the series, this clearly reveals a situation where police units on the ground both bear responsibility and lack freedom of decision-making. Each new actor adds a different priority and element of pressure to the process.

For the police, one of the most critical issues at this stage is realistically assessing intervention options. The architecture of the Central Bank, its internal security structure, and the potential presence of hostages make a direct operation extremely risky. In the series, the police constantly have to consider that a harsh intervention might appear "powerful" in the short term, but could have irreversible

consequences in the long term. Therefore, operational plans are revised repeatedly, and scenarios are constantly updated.

At this point, the information gathering process becomes vital for the police. Even the smallest piece of data from within is invaluable in changing the course of the crisis. However, as seen in the series, the Central Bank's closed structure and the other side's control over communication make this process extremely difficult. The police are forced to make major decisions with limited information, aware that they could pay the price for every wrong conclusion in the field.

As time progresses, public pressure also increases the burden on the police. The media begins to question the seriousness of the situation before all the details are clear; political actors want to convey the message that the crisis is "under control." In the series, this pressure becomes an invisible threat felt in police command centers. As the gap between operational reality and the narrative presented to the public widens, the police find themselves increasingly confined to a narrower maneuvering space.

Another complex dimension of the crisis from the police perspective is the opposing side's deliberate use of time. Every moment of inaction is perceived as a failure for the police, while for the opposing side it represents a strategic gain. This imbalance is clearly felt in the series: waiting is a defensive position for the police, but a means of advancement for the opposing side. This creates a contradictory psychology that forces the police to be impatient but also cautious.

When all these elements come together, the Central Bank crisis, from the police perspective, transcends being a classic security operation. This process raises broader questions such as how the state makes decisions under crisis, how sustainable inter-institutional coordination is, and where the limits of the use of force should be drawn. In the series' narrative, the police are positioned not merely as a security actor, but as representatives of the state's intelligence on the ground.

In conclusion, for the police, the Central Bank operation is a process in which the delicate balance between control, patience, and pressure is constantly tested. At this stage of the committee, participants in the role of police/delegates must seek answers not only to the question of "how to intervene?" but also to "when, under

what conditions, and at what cost should intervention occur?" The fate of the crisis will be shaped by the answers to these questions.

Characters

Robber Side

Professor (Sérgio Marquina)

The Professor is the strategic brains and long-term planner of the operation. He stands out as a leader who anticipates every move, minimizes risks, and psychologically guides the team. In crisis management, he focuses not only on technical and operational details but also on the psychology of the opposing side. Developing an effective manipulation strategy targeting the police, media, and public opinion is his responsibility.

During the planning process, he prepares alternatives for each scenario and monitors the psychological state of each team member. He is a cool-headed individual and possesses the ability to make decisions without panicking during a crisis. In the context of JCC, the Professor serves as an example to the delegates in strategic thinking, time management, and maintaining composure under psychological pressure.

At the same time, the Professor's personality constantly tests the line between leadership and manipulation. He implements complex plans to anticipate and direct the reflexes of the opposing side while maintaining team motivation. This ensures that the delegates on the committee understand the importance of long-term thinking in crises.

Raquel Murillo (Lisbon)

Raquel Murillo is an analytical and strong character who has been on the police side from the beginning of the operation. Professionally, she manages legal and intelligence processes, possesses a high ability to solve problems, and has well-developed emotional intelligence. She is careful and planned in crisis management; instead of making hasty decisions, she systematically evaluates evidence and scenarios.

Her personal motivations and empathy shape her approach to managing operations. She makes strategic predictions to anticipate team moves and conduct interventions with minimum risk. From a JCC perspective, delegates can examine Raquel as an example of managing ethical and professional balances in crises.

Raquel also stands out for her depth of character; she must constantly balance her personal values with her professional responsibilities. This helps delegates understand the tension between “ethical dilemmas” and operational efficiency.

Tokyo (Silene Oliveira)

Tokyo, as one of the field leaders of the operation, undertakes high-risk missions. Her bold and enterprising personality boosts motivation within the team, but also carries the risk of deviating from the plan when faced with conflict and unexpected situations. She is at the center of the action in the series; her ability to make quick decisions and improvise stands out.

As a character, Tokyo possesses both courage and emotional nature. Her decisions are often risky and quick, which changes the dynamics of the operation. In JCC, Tokyo's delegates can serve as examples for understanding the need for risk management and rapid response during a crisis.

At the same time, Tokyo acts as a bridge between the leader and the field team. Her emotional ups and downs make the delegates aware of the need to manage psychological balance within the team.

Rio (Aníbal Cortés)

Rio is a key player in managing the operation's technical infrastructure and responsible for communications and digital security. However, what sets him apart from other technical experts is his past experience of severe detention and systematic torture. These experiences have profoundly impacted his behavior, stress threshold, and decision-making processes during crises. Being subjected to physical and psychological pressure has led him to develop a deep distrust of authority and state institutions.

This background makes Rio vulnerable under high stress during the operation. Despite being highly competent technically, he is more likely to react emotionally when pressure and threats intensify. In the context of the JCC, Rio provides delegates with a crucial example demonstrating the long-term strategic consequences of torture and grave human rights violations. His experiences represent not only an individual trauma but also a vulnerability that could be exploited by the opposing side.

At the same time, Rio's past treatment shapes the motivation of the robbery team. For the team, the operation is no longer just the execution of a plan; it also represents resistance against the system's oppression of individuals. In this respect, Rio represents the moral and psychological dimensions of the crisis, beyond being a technical figure. Through the character of Rio, delegates can analyze trauma, human rights violations, and the long-term effects of security policies in crises.

Nairobi (Ágata Jiménez)

Nairobi is one of the field leaders of the operation and a key figure responsible for melting down the gold reserves. Her character is distinguished not only by her operational skills but also by her humanitarian motivations and personal connections. One of Nairobi's most important personal motivations is her child. The child's presence enables Nairobi to act strategically and responsibly, even when taking risks. Her devotion to her child both accelerates and balances the decisions she makes during the operation.

Nairobi's maternal instincts also play a significant role in maintaining team morale during the crisis. Unlike other robbers, she adopts an approach that is not solely task-oriented but also considers interpersonal relationships and emotional balance. From a JCC perspective, delegates can analyze the impact of personal motivations on crisis management and the role of moral factors in decision-making processes through the example of Nairobi's child.

At the same time, the child enhances the dramatic depth of Nairobi's character. It conveys the message to the audience or delegates that "this person is not just a robber, but a human being and a parent." During the crisis, Nairobi acts with both the success of the operation and her child's future in mind. This demonstrates to the

delegates, through a concrete example, the impact of the human factor on strategy and psychology, adding depth to the JCC scenario.

Denver (Daniel Ramos)

Denver is a strong character responsible for physical interventions and safety during the operation. His field leadership and courage ensure the team's resilience in critical moments. However, judging his character solely by his physical abilities would be incomplete; one of the aspects that makes Denver special is his relationship with Monica Gaztambide. This relationship directly influences both Denver's emotional motivation and his decisions during crises.

Initially, while Monica is a hostage, Denver displays a protective and compassionate attitude towards her. Their bond gradually develops into a romantic one, and as Monica adapts to the team, she becomes a psychological balancing factor for Denver. This creates a constant interaction between Denver's actions and his emotional motivations. From a JCC perspective, the Denver-Monica relationship provides delegates with a significant example of the impact of personal bonds on crisis management and decision-making processes.

This relationship also influences Denver's risk perception and priorities during the operation. For example, in an intervention or conflict situation, he considers not only the team's success but also Monica's safety. This reveals that in a crisis situation, decisions are shaped not only by strategic but also by emotional and human factors. In this respect, Denver's character serves as a concrete example for the delegates to understand how personal motivations can play a critical role in crisis scenarios.

Marsilya

Marseille is a key member of the operation responsible for logistics and external support. While not an active field leader within the bank, he holds a vital position for the operation's success. Marseille's role is to coordinate external elements, secure necessary resources, and plan for the team's needs in the field in advance. In

the series, this is not limited to providing vehicle, material, and communication support; it is also a critical strategic function that guarantees the continuity of the operation. From the JCC perspective, delegates can observe the importance of mediated crisis management and logistical planning through the character of Marseille.

In terms of character, Marseille is a calm, disciplined, and strategic figure. In contrast to the emotional and dramatic fluctuations within the team, he remains consistently rational and patient. This aspect is a critical factor in maintaining operational stability during a crisis. During dramatic moments and unexpected conflicts within the bank, Marseille maintains resource and coordination management independently of the field team. This demonstrates to delegates how external support elements, independent of the field, can impact operations during a crisis.

Marseille's role is also directly linked to risk management. As the pace of operations on the ground changes, his plans provide a secure backdrop for the team. In emergencies, it is his responsibility to ensure the team can quickly access resources and cope with unexpected threats. From a JCC perspective, this embodies the concepts of strategic patience, planning, and proactive action for the delegates.

Furthermore, Marseille indirectly influences team morale throughout the operation. Although it doesn't directly stand out through interpersonal relationships, its ability to meet team members' needs and provide a secure environment facilitates the work of field leaders. Marseille's disciplined and reliable approach acts as a balancing factor, especially for team members under stress. This demonstrates to delegates the importance of psychological security and support mechanisms in a crisis environment.

Palermo (Martín Berrote)

Palermo is one of the field leaders of the operation and a key figure, particularly responsible for the team's field management. He is a highly egotistical, emotional individual prone to impulsive decisions. One of his prominent roles in the series is shaping the team's internal dynamics and acting as both an authority figure and a source of conflict when managing crises in the field. While Palermo appears to be

a disciplined leader in implementing the plan, his internal conflicts and ego can lead to chaotic behavior at times. This aspect provides a valuable example for delegates within the JCC framework, helping them understand leadership, authority, and team tension management.

Palermo's depth of character is particularly evident in his capacity to influence team morale and motivation. He acts as both a protective leader and a source of pressure on team members. His decisions, especially during critical moments in the field, are decisive for the team's success, while his personal conflicts and emotional fluctuations have the potential to jeopardize the operation. From a JCC perspective, this allows delegates to observe how a leader balances both motivation and risk management during crises.

At the same time, Palermo acts as a bridge between the Professor and the field team. While coordinating the implementation of the plan in the field, he also ensures strategic flexibility and rapid decision-making. This serves as an example for delegates to understand the dynamic interaction between the plan and its implementation in the field, and the importance of leadership flexibility in crisis management.

Monica Gaztambide (Stockholm)

Monica begins the operation as a hostage, but gradually becomes a vital part of the team. Her most striking character development is her psychological transformation during the crisis. Initially consumed by fear and helplessness, Monica gradually develops a strategic mindset to both survive and contribute to the team. From a JCC perspective, this demonstrates to the delegates the unpredictability of human behavior under crisis and the capacity for individual role-shifting.

Monica's relationship with Denver is a critical factor in her character development. Through this relationship, she gains self-confidence and begins to take responsibility as part of the team. At the same time, thanks to Denver, Monica becomes not only a source of emotional support but also a source of motivation. From a JCC perspective, this bond provides delegates with a concrete example of how personal relationships impact morale and decision-making processes during a crisis.

The character's transformation makes Monica not just a hostage, but a strategic actor and a psychological influencer. Police and government agencies struggle to predict her behavior, contributing to the team's success. Monica's story provides delegates with a critical example of the importance of individual adaptability, motivation, and psychological resilience in crisis management.

Furthermore, Monica assumes the role of empathy and interpersonal management within the team. During tense moments in the field, she helps other team members maintain emotional balance, indirectly strengthening operational coordination. In this respect, Monica's character demonstrates that the human factor can be used as a strategic tool in crisis scenarios.

Spanish Authority

Alicia Sierra

Alicia Sierra is one of the most formidable and effective representatives of the Spanish security and intelligence agency. She is highly analytical, strategic, and ruthless. She masterfully employs psychological pressure and manipulation techniques in crisis scenarios. In the series, she constantly develops new tactics to expose conflicts and weaknesses within the team. From the JCC perspective, delegates can examine Alicia as an example of testing ethical boundaries in crisis management, decision-making under pressure, and psychological operations.

Alicia's character stands out with both professional and personal motivations. Her mission is to take control of the operation and rescue the hostages, but in the process, she risks her own reputation and career. This provides delegates with a concrete example of the tension between individual goals and corporate responsibility in a crisis situation. Furthermore, the pressure Alicia exerts on the robbers highlights the importance of intelligence gathering and strategic moves during a crisis.

Sierra's cold-bloodedness and ruthlessness alter the dynamics of the operation. Her tactics necessitate coordination and hierarchy between police units and government officials in the field. Within the JCC context, delegates can analyze leadership, psychological pressure, and crisis communication strategies through Alicia.

Sagasta

Sagasta is a character representing the government and political authority. In crisis scenarios, his priority is public opinion and political prestige. Therefore, he exerts pressure on both the police and public opinion during the resolution process of the operation. In the series, Sagasta is generally concerned with speeding up decisions and controlling the media; this affects the pace and strategy of police operations in the field.

As a character, Sagasta must strike a balance between political goals and ethics in crisis management. From the JCC perspective, delegates can see the impact of political pressure on crisis management and operational decisions through Sagasta. Furthermore, Sagasta's choices demonstrate both the limitations and potential vulnerabilities of state authority in a crisis environment.

Although Sagasta did not directly manage the flow of operations on the ground, he played a critical role in determining strategic priorities. This served as an example for delegates to understand the importance of coordinating different authorities and priorities during crises.

Angel Rubio

Ángel Rubio is a key figure in the Spanish police force, managing the operational field. He is a loyal, meticulous, and attentive police officer; he coordinates security measures in the field, ensures communication between teams, and reports accurately to higher authorities. However, one of Rubio's most important characteristics is his professional and personal relationship with Raquel Murillo. Raquel is Rubio's former colleague, having previously led operations against a gang of robbers, and their historical connection creates both psychological and strategic tension during times of crisis. Rubio tries to balance his respect for Raquel's intelligence and leadership skills with his judgment.

Rubio's decisions in the field are shaped not only by strategy and a sense of duty, but also by his responsibility to safeguard Raquel's safety and psychological well-being during the operation. This demonstrates to the delegates how professional relationships and personal connections can influence decision-making processes in crises. Raquel's leadership and strategic approach in the field directly

impact how Rubio conducts the operation; through this interaction, delegates can analyze the importance of intra-team coordination and trust in crisis management.

At the same time, Tokyo's role is critical from Rubio's perspective. Tokyo represents the team's chaotic and unpredictable actions in the field; her aggressive and unpredictable behavior constantly tests both Rubio's field planning and crisis priorities. Tokyo's sudden moves and risky decisions force Rubio to be flexible and react quickly in the field. In this context, delegates can observe the impact of unpredictable behavior on field management through Tokyo's character and analyze how Rubio maintains balance in such situations.

Rubio's character, from the JCC perspective, also demonstrates how ethical and responsible boundaries on the police side can clash with personal relationships and field realities. Raquel's intelligence and Tokyo's unpredictability complicate Rubio's operational role and provide delegates with a concrete example of how multiple factors simultaneously influence crisis management.

Colonel Prieto

Colonel Prieto, as one of the operational leaders of the Spanish army, is at the forefront of security and intervention strategies on the ground during the Central Bank robbery. He is disciplined, decisive, and authoritarian; he coordinates the police and military units on the ground and aims to maintain control of the operation. In the series, his character is highlighted not only by his physical strength and discipline but also by his strategic decision-making capacity and crisis management expertise.

To understand Prieto's character, it's important to look at the previous robbery. During the first heist, the lack of intervention plans and coordination problems on the ground led to Prieto gaining experience. This experience honed his ability to quickly analyze during a crisis, anticipate risks, and optimize field operations. From a JCC perspective, delegates can examine how Prieto's previous crisis experience shaped subsequent strategic decisions and operational effectiveness.

During the operation, Prieto was not only responsible for directing the police on the ground; he was also in constant communication with political authorities and intelligence units. This demonstrated to the delegates the importance of multi-actor

coordination, hierarchy, and communication networks in crises. The lessons learned from the first heist allowed Prieto to manage this operation in a more planned and disciplined manner. However, his tough and authoritarian demeanor could sometimes create stress and tension among the field units.

Furthermore, Prieto's past experience and field competence showed the delegates the necessity for a leader in crises to both make informed decisions and maintain the morale and motivation of field personnel. The strategic understanding he gained after the first heist increased the effectiveness of his decisions in the Central Bank robbery and minimized the risks of the operation. In this respect, Prieto represents the critical role of the combination of discipline, experience, and leadership in crisis success in JCC scenarios.

Arteche

Arteche is an experienced and strategic member of the Spanish police force. He is analytical, patient, and calculating; responsible for anticipating the movements of robbers during operations and directing field tactics. In the series, Arteche is a character who stands out not only for his physical interventions but also for his ability to gather information, analyze, and develop strategies. From the JCC perspective, delegates can observe, through Arteche, the impact of analytical thinking and strategic planning on field operations during a crisis.

To understand Arteche's character, it's important to look at his previous robbery experiences. The information he gained and his field observations during his first robbery honed his ability to anticipate crises and accurately analyze the moves of robbers. This provides delegates with a concrete example of the role of previous operational experience in crisis management and strategic decision-making. Arteche constantly relays information to and directs police units in the field, strengthening the coordination of the operation.

Another important aspect of his character is his ability to respect ethical and legal boundaries. Arteche doesn't just act in a results-oriented manner during a crisis; he also considers the limitations of police power and the legal framework. This aspect provides delegates with the opportunity to analyze the balance between strategic success and ethical responsibility in crises.

Furthermore, Arteché stands out for his psychological resilience and patience in a crisis environment. He maintains his composure during stressful moments for the field team and makes decisions logically. This serves as an example for delegates to understand the critical role of leadership, patience, and strategic foresight in operational success during crises.

In conclusion, within the context of JCC, Arteché is considered not only an experienced police officer but also an actor who thinks analytically in crisis management and directs operations with ethical and strategic decisions. His character demonstrates to delegates how field management, information flow, and ethical responsibilities are integrated in a crisis environment.

Colonel Luis Tamayo

Colonel Luis Tamayo is one of the tough and decisive leaders of the Spanish security forces. He is authoritarian, disciplined, and highly experienced tactically. His previous robbery experiences, particularly the setbacks and losses in his first heist, shaped his approach to crisis management. This experience strengthened both his ability to make quick decisions in the field and his desire to maintain control of the operation. From a JCC perspective, delegates can analyze the importance of the combination of experience, tough leadership, and rapid decision-making in crisis management through Tamayo.

Tamayo's character plays a critical role in directing police and military units in the field and determining the strategic pace of the operation. His tough and repressive approach creates both discipline and stress on the units in the field; this demonstrates to the delegates the importance of the balance between the use of authority and repression in a crisis situation, and motivation. The lessons learned from his first robbery reduced Tamayo's tolerance for error and led him to adopt a more aggressive approach in field interventions.

Furthermore, Tamayo is constantly accountable to political pressures and media-driven crises. His character offers delegates the opportunity to observe how a leader must balance tactical decisions in the field with political and social factors in multifaceted crisis management. While his tough stance may yield short-term operational success, it can create long-term strategic risks and ethical dilemmas.

Tamayo's experience and determination increase the speed and effectiveness of police operations, but also heighten tensions in the field. This provides delegates with a valuable example to understand the complex relationship between a leader's risk management, field control, and ethical responsibilities in crises.

In conclusion, Colonel Luis Tamayo can be considered an experienced, tough, and strategic field leader within the JCC context. His character demonstrates to delegates the critical role of discipline, authority, experience, and rapid decision-making in operational success in crisis management.

Gandia

Gandia, as the head of security at the Central Bank, is a critical actor during the robbery. He is strong, disciplined, and ruthless; a figure who directly influences the balance of power on the ground. Gandia reacts quickly and decisively to disrupt the robbers' plans, thus posing a constant threat to both the police and the robbers. From a JCC perspective, delegates can analyze the impact of opposing actors on the operation and the balance of power on the ground through Gandia.

To understand Gandia's character, it's necessary to look at his strategic intelligence and physical abilities on the ground. He attempts to anticipate the robbers' moves and maintains control over both the police and bank personnel at critical moments. This aspect demonstrates to the delegates how powerful opposing actors can disrupt plans and necessitate the development of new strategies during crises. Gandia's presence stands out as an element that alters the speed and direction of operations on the ground.

Another important aspect of the character is his disciplined and ruthless nature. Gandia doesn't just use physical force; he also psychologically pressures the robbers. This provides delegates with a concrete example of how psychological strategies can impact the field and alter decision-making processes in a crisis situation.

Furthermore, Gandia constantly tests the dynamics of the operation in his efforts to maintain control in the field. His determination affects both the morale of the police and the plans of the robbers; through this interaction, delegates can see the

importance of anticipating the behavior of the opposing side and strategic adaptation in crises.

In conclusion, Gandia can be considered a force, a discipline, and a strategic threat in the JCC context. His character provides delegates with a comprehensive example of how opposing actors affect the operation in crisis scenarios and how field dynamics are constantly changing.

Arturo Romano

Arturo Romano, as the former Director of the Mint, is a critical figure during the Central Bank robbery. However, understanding the complexity of his character requires more than just looking at his former profession; Romano is also influenced by his ex-wife, Monica Gaztambide, and his past hostage experience. He is arrogant, selfish, and self-serving, but his past traumas and relationship with Monica shape his decision-making and behavior during the crisis. From a JCC perspective, delegates can analyze the strategic and psychological impact of personal ties and past experiences during a crisis through Romano's character.

Romano's relationship with his ex-wife, Monica, plays a significant role in the dynamics on the ground. Monica's complex interactions with both the robbers and the police create an indirect pressure on Romano's decisions. His past emotional ties to Monica influence both the tension on the ground and the manipulation of the hostage situation during the crisis. Delegates can observe the impact of personal relationships on operational decisions during crises through Romano's actions.

Romano also approaches crisis psychology from a different perspective due to his past hostage experience. As a character who has previously been under the control of robbers and experienced risky situations, he acts both on survival instinct and based on personal traumas. This shows delegates how individual experiences shape personal motivation and strategy during crises. Romano's arrogant and selfish nature, combined with his past traumas, makes him both unpredictable and a complication of the dynamics on the ground.

In conclusion, Arturo Romano, within the context of JCC, can be considered both an informational and psychologically influential figure, given his relationship with the former Mint Director, former hostage, and ex-wife Monica. His character

provides delegates with a comprehensive example of how personal ties, past experiences, and self-serving behaviors influence operational and decision-making dynamics in crisis scenarios.