

CSS: A Super Security Tool in Stanley's Box

by By Scott Goldfine

When Stanley Works sought to expand into security systems installation and monitoring the familiar toolmaker did so by picking up one of the sharpest possible instruments - HSM Electronic Protection Services. Now known as Stanley Convergent Security Solutions (CSS), the business was already among the industry's top national providers when it was purchased in early 2007, and it has only grown stronger.

Bolstered by the name brand and financial brawn of its corporate parent, through a combination of acquisitiveness and organic growth, in less than three years Stanley CSS has nearly doubled its size. Its customer base has swelled to 300,000+ and its annual revenues more than doubled to around \$500 million. Equally remarkable and part and parcel to this growth has been the company's uncompromising commitment to customer service, training and motivating employees, incisive management, inventive marketing, and a benevolent corporate culture.

"At Stanley Convergent Security Solutions, the importance of customer satisfaction is never underestimated as we have a passion to be the industry's best electronic security company," says Tony Byerly, the company's president for North America.

Not so coincidentally those qualities match the criteria for *SSI's* Installer of the Year, which is why Stanley CSS was recently selected as the 2009 award winner among large companies (300+ employees). Other finalists for the honor were ASG Security of Beltsville, Md., and Diebold Security of North Canton, Ohio.

"The Installer of the Year award confirms Stanley CSS' ongoing commitment to quality, service and customer satisfaction. It is an honor to be regarded as the best security company with such comprehensive criteria," says Byerly. "We will definitely use it in our marketing efforts as it lends a great deal of credibility to be recognized by the industry as being one of the best."

Stanley CSS, which also added to its stockpile of SAMMYs this year with the Best Sales Brochure award (*see the June issue or visit www.thesammyawards.com*), explains how it has become one of the nation's largest providers while making a science out of satisfying customers and being a model industry citizen.



5 Touchpoints Tell All

Stanley CSS employs 1,900 people, has 75 branch locations, and owns and operates four UL- and FM-approved central stations. The company designs, installs, monitors and services security systems for industrial, government, commercial, residential and national account customers.

Other specialties include integrated enterprise solutions, online eServices, and audio verification courtesy of several Sonitrol acquisitions. Through eServices, customers have access to a Web portal that shows them their current account status, history and documentation on installations, service repairs, billing and overall account management.

The Holy Grail for Stanley CSS' success is what the company calls its five customer touchpoints: account management, service, monitoring, installation and billing. The firm uses a Facility Summary Report (FSR)

that allows corporate, regional, district and local branch leaders to review performance on these touchpoints and other key metrics monthly, weekly and daily.

{+PAGEBREAK+}

"This allows us to make real-time adjustments to our business, catching problems before they happen by responding instantly when we see an issue begin to arise," says Byerly, a 20-year security industry veteran whose career includes stops at SecurityLink and ADT. "As an example, we track 'In-Standard Service' and 'Completed Fire Test Inspections' daily to ensure that our customer base is receiving timely service."

The touchpoints are the underlying bedrock to a mountain's worth of customer-focused programs and initiatives created, implemented and analyzed with military-like precision by Stanley CSS' managers. As an example, "Operation Shine" was launched in early 2008 to target customers' installation experiences. The program was based on the following:

- Pre-sale visits: Operational review done on customer work orders to ensure accuracy.
- Job submittal packet: Streamlined submittal process that ensures customers receive consistent, accurate attention.
- Early customer contact: Within 48 hours local management gives customers contact info and transfers the order from sales to installation.
- Large job start meetings: Installation experts, project and branch management, and sales reps walk the job with the customer before wire is pulled.
- Post-installation contact: Customer contacted after completion and given post-installation satisfaction survey.

"The Operation Shine process includes five key standards that, when applied, ensure superior customer satisfaction," says Jim Kopplin, vice president field operations. "From the pre-sales visit to the post-installation contact, the customer is provided an experience where total satisfaction is the only possible outcome."

One of Stanley CSS' unique practices is not only meticulously keeping tabs on how it's doing with customers, but allowing clients the same total access to that feedback. In addition, for its national accounts, the firm offers a National Account Performance Scorecard. The company meets with those clients each quarter to evaluate Stanley CSS' performance on their specific accounts against key metrics within each touchpoint, and discuss customer satisfaction and areas for improvement.

"The ultimate goal at Stanley CSS is to form a true partnership with the customer based on trust, performance and 100-percent satisfaction - backed by unedited, real data with unfettered access," says Felix Gonzales, vice president strategic initiatives and business development. "Constantly seeking our customers' satisfaction allows us to quickly respond to problems and to



continually improve those relationships."



3 Acquired by Stanley Works in early 2007, the business (ex-HSM) has leveraged its new brand name and financial brawn to nearly double its size and more than double its revenues.

Measuring Success

In addition to the FSR, eServices and National Account Performance Scorecard, Stanley CSS recently released its new "Best Fit" go-to-market strategy. This is based on the company presenting its custom solutions in a consultative way that is the antithesis of a one-size-fits-all approach. This strategy encompasses access control, intrusion detection, fire alarms, video surveillance and integrated solutions.

"Stanley CSS takes a more personal and in-depth approach to understanding the customer's specific needs in designing a security solution that is truly a 'Best Fit' for them," says Beth Tarnoff, director of marketing. "We believe by delivering such solutions we are ensuring total satisfaction."

Stanley CSS hums along like a well-oiled machine, where one hand *does* know what the other is doing. So when the company introduces initiatives it is done with the utmost coordination throughout the entire operation.

For example, "Best Fit" was introduced in a nationwide company rollout that included a daylong sales training session explaining the strategy and concept, as well as interactive portions like role-playing. And supporting marketing pieces were sent to each location, including office banners, promotional items, brochures, prospecting fliers and a customer PowerPoint presentation. Each marketing item came with fliers detailing usage and sample scripting.

Stanley CSS analyzes and benchmarks all its sales and marketing efforts. For instance, dedicated 800 numbers and promotional codes indicate what marketing items prompt call-ins. Those calls are turned over to sales reps who provide status updates on whether a quote was issued, if the sale was made, and if so the extent of the sale.

"Based on this tracking process, we are able to take the sales data and weigh it against the costs of running the program, thus allowing us to judge if the program was successful or not and what was the program's ROI," says Gonzales. "Due to current economic conditions we continue to challenge and evaluate every initiative; pushing everyone to be more diligent with every dollar spent."

People Make Difference

It would be impossible to perform on the scale, at the level and meet the rigorous customer-focused methodologies of Stanley CSS without having skilled personnel with great attitudes on board. Sure enough, the company has implemented a thorough, regimented process to ensure that is indeed the case.

For example, new sales hires are issued a development manual and success road map. The company then measures their progress in completing training assignments and gauges their sales results.

"New hire sales training is a combination of sales study workbooks, online training and testing, and centralized classroom training," says Bill Fitzhenry, vice president field sales. "We value integrity, professionalism, customer service skills, problem-solving skills and teamwork from our new hires."

Stanley CSS has developed one of the industry's most in-depth internal training programs. In 2008, the company instituted the "On Fire" initiative, teaming with the Automatic Fire Alarm Association (AFAA) to strengthen its fire alarm expertise. A dozen weeklong regional sessions were held, immediately followed by NICET testing. "The ultimate goal is to have a minimum of two NICET certified employees, one sales and

one operations, at each of Stanley CSS' 75 locations across North America," says Gonzales.

Another program launched in 2008 was "IT Matters," conceived to increase employees' knowledge of IT and its impact on the security industry. "The convergence of physical security and IT makes this understanding essential as we discuss security solutions with IT professionals who are now a part of the security process," says Gonzales.

To improve its opportunities in the government marketplace, Stanley CSS launched the "High Security Initiative" in 2007 to train sales and operations specialists about government systems applications. The program concentrated on securing *sensitive compartmentalized information facilities* (SCIFs).

"Stanley CSS is one of a few national security providers with a comprehensive offering encompassing a national install and service footprint that can provide the type of quality installation and service the SCIF market requires," adds Gonzales. "Not only does this make our employee base more skilled and well-rounded, but also allows for us to meet increasing security needs."

Smart recruiting and training are two pieces to the personnel puzzle, but mean little without the third and final piece. Unless employees are motivated and fulfilled, their employer is likely to be staffed by an ever-changing cast as workers search for a more rewarding experience. To guard against that, Stanley CSS has developed an array of incentives for its employees. "Recognition and rewards are essential to a company's ability to tap employees' discretionary efforts," says Byerly.

{+PAGEBREAK+}

The company's "100% Club" recognizes sales leaders with individual awards and a free trip where top performers who achieved their targets participate in activities with peers and corporate executives. In addition, Stanley CSS managers can offer "WIN Awards" to employees who consistently provide exceptional service to customers, or to those who go 'above and beyond.'

The company also has several sales recognition programs. These include its "Monthly Jewel Award" in which different colored crystal jewels are handed out depending on the level of performance, and "CSSRewards Points" where reps can buy items with points they earn via their sales performance.

The most prestigious honor is the "President's Club" award. Employees displaying a passion in serving customers are nominated by their manager and recognized with a trip to an exotic location with their spouse. All employees are eligible, with winners chosen from each department.

Beyond the awards, the company helps keep its people engaged with frequent communications. Its



4 The company has instituted one of the industry's most ambitious internal technical training regimens. It includes programs for IT and fire systems expertise.

5 An annual backpack drive for underprivileged children is one of four seasonal charitable initiatives Stanley CSS endorses throughout its organization each year. Stanley CSS aided nearly 50 charities in 2008.

6 (l-r) Stanley CSS' Jim Kopplin, Beth Tarnoff, Tony Byerly and Dan Bresingham show off the company's award plaque as SSI's 2009 Installer of the Year (Large Company).

quarterly newsletter features company news, stories from local branches and announcements of employee accomplishments. Also, videotaped messages are delivered quarterly via E-mail to update employees on the company's performance, and reinforce its mission.

Often, the most important communication is of a more interpersonal nature. "All of these are essential and great programs, but none replace our expectation for each leader to thank their team members personally for a job well done on a daily basis," says Byerly.

Model Corporate Citizen

A key element in helping employees find fulfillment in the workplace is having them feel like part of a company that is inherently good, one that gives back and enriches the community. The bonus for those companies is not only loyal employees but also positive word of mouth, which is priceless.

Byerly recognizes and values such intangibles. "Sometimes good causes and goodwill simply outweigh the financial investment, because they create a positive work environment and company culture that drives employees to care about what they do," he says.

The "Stanley Gives Back" campaign encourages employees to support local communities through fundraising events, volunteer charity work, donation collection and outreach. Taking a competitive approach, local branches are ranked to see which can raise more money, volunteer more hours and develop the most creative fundraising event.

Stanley gives the office that raises the most money \$10,000 to be donated to the charity of choice. Another \$5,000 donation goes to each of the offices with the most volunteered hours and most creative charity event. In 2008, Stanley CSS raised or donated nearly \$100,000, volunteered 4,200+ hours and helped almost 50 charities.

All company branches are also encouraged to participate in local events of their choice, as well as four companywide charity events during the year: food drive (spring), United Way campaign (fall), Toys for Tots (winter) and backpack drive (summer).

Being a model corporate citizen extends beyond a company's own employees, customers and communities. It also entails stepping up as an industry leader to exchange ideas, impact standards and regulations, and help shape the future. This has not been lost on Stanley CSS, which is active in industry causes and strives to better the profession.

Steve Walker, vice president of Customer Service Centers and a CSAA board member, seeks to enhance monitoring services and reduce false alarms. The company belongs to ASIS and NBFSA and holds many committee positions. Stanley CSS branches and employees participate in state and local industry trade chapters and associations. Executives routinely speak at events and contribute to trade publications.

"As a leader in the security industry, Stanley CSS will continue in the sharing of ideas and knowledge that not only benefits our industry, but ultimately enhances our ability to better protect the customers we serve," says Byerly.

Such is the magnanimity and stellar business management befitting an Installer of the Year.