

# BOSCH SECURITY SYSTEMS

Project  
Canandaigua



In mid-June 2002, Peter Ribinski, president of what was known as Detection Systems, Inc. at the time, determined that the company's brand identity and go-to-market approach needed to be overhauled in order to better position it within the fire and security marketplace. And although most successful brand transformations take several months, Detection Systems had just a few short weeks to implement a change company-wide. A major industry trade show in early September—ASIS—was the perfect opportunity to roll out the company's new identity as BOSCH Security Systems.

## Northpoint Advisors, LLC Case Study

With his management team already challenged with existing responsibilities, Ribinski recognized the need for an outsider to help manage the process. "For a change process like this, it helps to have someone who's not impacted by the process leading it," he says. So he turned to Dick Van Belzen, managing director of Northpoint Advisors, to shepherd the process, dubbed "Project Canandaigua." "We needed an experienced person for a short time-line and I knew that he had done similar things for other companies successfully," explains Ribinski.

Ribinski and his leadership team started by creating an 11-point plan, to guide the entire change process for the company. The plan included reorganizing the sales force, creating a tiered network of dealers, setting up a dealer council, building and leveraging the Bosch brand in security systems, providing enhanced support levels for key customers, and establishing a feedback loop from the dealers.

Taking that 11-point plan, Van Belzen set six milestones for the team of about 50 employees directly involved, to ensure that all of the components of the company's plan would be addressed by the September roll-out. "The team at BOSCH developed a unique opportunity to better position their company," says Van Belzen. "My role as an objective third party was to ensure that we selected the right approach and effectively executed this highly detailed, fast track effort. By bringing me in, BOSCH management was able to successfully direct their day-to-day responsibilities in addition to proceeding to roll out this critical project."

He started by creating project binders and electronic files for each team member that contained the project timeline, tracking forms, update forms, and implementation forms to meticulously identify what needed to be done, who was doing it, and what the next step was, reports Kevin Bradley, director of marketing for BOSCH Security Systems. "Dick took notes, assigned action items, reported on decisions, and delivered a well-documented process," says Bradley. "He managed our internal project traffic, ensuring our planning and strategic focus were synchronized. Everyone was on the same page; Dick became a part of, and meshed very well with, our management team."

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## About Northpoint Advisors, LLC

Since 1995, Northpoint Advisors has been successfully helping small, medium-sized, and large companies to identify new revenue sources. Northpoint's hands-on experience in successfully executing new business models and strategies gets results. But the firm's emphasis is not just on coming up with plans and strategies, but actually overseeing the implementation.

One of the key players was Shamus Hurley, vice president of sales for North America, who says "I didn't have to touch 70% of the items that came across my desk because Dick was able to manage them for me. Having him here allowed me to do my job and actually gave me more bandwidth."

Having only joined Detection Systems (DS) from Honeywell four months before, Hurley was already very busy with other major initiatives and bringing in Northpoint Advisors to assist with the company's re-branding was critical. Fortunately, he and Dick Van Belzen had complementary skill-sets, which proved valuable to Hurley. "Having Dick on board with my being new to the company made tackling this major initiative right a lot easier. It helped tremendously to have a senior consultant here to guide the process and enabled me to stay focused on the day-to-day issues. Dick was a great complement to our management team."

Van Belzen's ability to work with the many team players proved critical, says Ribinski. "Dick provided great oversight. His experience in managing people really paid off." Working as a strategist to overcome roadblocks, project leader to keep the process moving forward, and facilitator to negotiate change within the organization, Van Belzen made sure all of the company's milestones were met.

He also verified some of the team's assumptions, running his own independent analyses to verify the company's approach was a smart one—a step that proved significant. Using regression analysis, Van Belzen discovered that the method the team was using to determine its top dealers was not robust enough and could have serious negative repercussions down the line. His finding and subsequent recommendations helped the company more effectively define its sales territories to fully leverage its dealer network.

In addition to careful analysis of strategies and assumptions, Van Belzen is an expert communicator. With his help, the company's change was communicated clearly throughout the organization and was well received by both internal and external audiences. Through his guidance of the process, the company gained strength by converting to the BOSCH brand name and positioning the DS in a different context. It also created the basis for a better dealer network, and added more dealer services, an achievement even Ribinski finds remarkable.

"If we had tried to change our branding and go-to-market strategy on our own, we would have really struggled to deliver by September," says Ribinski. "Dick was a big reason we were successful."