

SECURITY SALES[®] & INTEGRATION

2015 BEST OF THE BEST ISSUE

INSTALLER OF THE YEAR

"One of security's most storied names is leveraging its 19th-century legacy and 21st-century leadership to stand as one of the industry's finest."

Scott Goldfine, Editor-In-Chief



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Information
on Diebold

Diebold's Difference ON DISPLAY

One of security's most storied names is leveraging its 19th-century legacy and 21st-century leadership to stand as one of the industry's finest. Diebold's integration and monitoring capabilities and corporate culture are pleasing customers, motivating associates, spurring growth, and elevated the firm to SSI's Installer of the Year. **By Scott Goldfine**



FROM THE DAYS of the Wild West to those of the World Wide Web and beyond, Diebold has staked its claim far and wide as a top tamer of safety and security frontiers. Founded in 1859 in Cincinnati by Charles Diebold as a small safe company, the firm carved out a stronghold in the financial institutions market and has spent more than 155 years growing its products, services, and footprint to become one of the world's largest security and financial services providers (\$3 billion in 2014).

One of the company's greatest recent success stories is its electronic security systems business, Diebold Security. The

unit now generates a fifth of total corporate revenue and recorded double-digit growth in both sales dollars and order volume during 2014. These results can be attributed to outstanding leadership, processes and personnel — virtues that weighed heavily in Diebold Security being named *Security Sales & Integration's* 2015 Installer of the Year.

"Focused on meeting the unique needs of commercial and financial enterprises on a regional, national and global scale, Diebold Security's extensive understanding of complex business issues has allowed us to develop innovative, customizable, scalable and rep-

licable security offerings that resonate with large multisite customers," says Executive Vice President Tony Byerly, whose career of leadership in 2014 landed him in SSI's Industry Hall of Fame. "Plus, we're both a security monitoring provider and a systems integrator, delivering the best of both services to our customers."

Diebold's nationwide portfolio includes access control, video surveillance, and intrusion and fire detection solutions, along with systems design, installation, integration, CSAA Five Diamond Certified monitoring, and managed services. In addition to its core



mission to protect assets, the company's security solutions also help customers address critical business needs.

Among the prevalent outcomes Diebold focuses on are enhancing security and mitigating fraud; improving operating efficiency; and delivering optimum customer experiences. Diebold Security's award-worthy operations are explored in the following best practices profile of its customer service, personnel management, business strategies and industry citizenry.

Ensuring Favorable Outcomes

Diebold Security touches thousands of

customers daily through phone calls, installations, billing, service calls, alarm dispatches, appointments and more. Through it all, the company strives to uphold reliably premium service across its five customer touch points: account management; monitoring; installation; service; and billing. According to Diebold, its scale and skill enables implementing large-scale projects without disrupting daily operations or its existing customer base.

Diebold's national accounts footprint includes more than 100 branch offices in and near major metropolitan areas throughout the United States



and Canada. This facilitates face-to-face interactions that foster close relationships between clients and their reps. In addition, the firm operates nearly 400 locations where various equipment and parts are stored to support field operations for in excess of 4,000 service technicians.

"With our core business philosophies based on people, process and technology, we take great pride in providing high-level customer satisfaction in every interaction," says Kevin Engelhardt, vice president, field operations. "We invest heavily in customer service via training, technologies and certifications. We measure customer satisfaction through proactive surveys. We analyze performance metrics and implement policies that help us continually improve our customer and associate satisfaction."

Diebold's three monitoring centers in Ohio, Hawaii and Mexico keep a watchful eye on customers' assets and monitor the health of their automated security, surveillance and energy-related systems. Key to ensuring customer satisfaction at these facilities is Diebold's CARE (Customer Account Representative for Event Monitoring) team. A specific CARE team member is assigned to each account as that customer's primary contact for questions, concerns, training, and account changes or updates.

"Our monitoring centers document specific operator metrics to measure results and ensure customer satisfaction," says Damon Kanzler, vice president, centralized services and business processes. "We record all calls so shift supervisors can randomly analyze customer service quality and client resolutions. Our Customer Retention Program focuses on high satisfaction every day on every customer touch point. Monitoring center associates are trained and responsible for recognizing signs of dissatisfaction on any customer communication."

Another unique component to Diebold's exceptional service is its Engineering Center of Excellence, a hub to create and test systems for challenging sites as well as ensure consistent delivery for national account customers. The integrator designs and builds systems from the ground up, creating fully documented plans that enhance efficiencies, such as being able to diagnose issues with an installed system prior to dispatching a technician.

One of the true aces in Diebold's hole is SecureStat®, a centralized, Web-based software as a service (SaaS) security management system designed and developed in-house. Through a single interface, it allows security manager customers to dynamically administrate security

programs across an entire enterprise in real-time. The basic functionality is provided to monitoring and service customers at no cost.

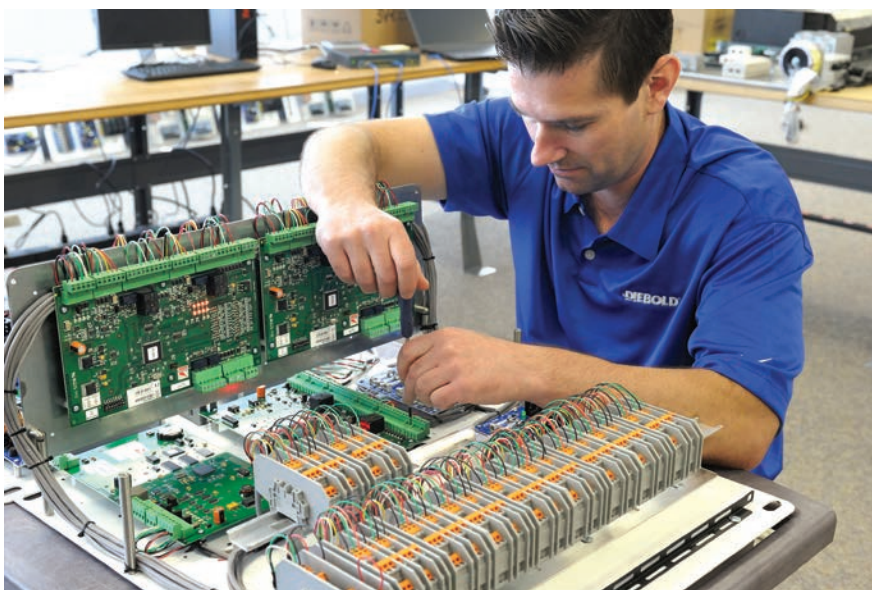
"SecureStat streamlines and centralizes security information and services, enabling our customers to view, measure and control all their security systems, devices and information directly from the online portal," says Vice President, Technology Jeremy Brecher. "And because SecureStat is browser- and hardware-agnostic, security managers and field associates can access these services from any browser, smartphone, tablet or PC — supporting today's BYOD [bring your own device] trend."

Aspiring to Inspire Associates

A high level of customer service is only achieved and maintained when employees are properly trained, empowered to respond to customer needs and motivated to produce results. Diebold addresses these critical personnel challenges in a number of ways.

Training programs include: four weeks of initial monitoring center onboarding for associates to complete CSAA Levels 1 and 2 training and certification; one week of onboarding for sales associates to learn all about the company, and an Electronic Security Sales Summit is held annually; specialized training with online modules offered to service associates, technicians and operators; service techs average 110 hours of training annually with strong emphasis on skill mastery and certification; policy training modules are available to all associates via COMPASS, an online education tool; and continuous learning in which associates participate in educational programs at one of four training centers.

Diebold deploys several tools and programs to motivate, engage and retain associates, including: peer recognition programs for outstanding performance, customer service or resourcefulness; monitoring center recognizes an Employee of the Month; outstanding sales performance recognized annually at a Sales Champions





Whether it's technical and engineering expertise (opposite page and above right), system planning and design (above), integration and service (right) or business intelligence, Diebold Security brings comprehensive offerings to its commercial market clientele. The firm also provides CSAA Five Diamond-certified monitoring services.

Summit; theme days, puzzles and contests for high achievement; tuition reimbursement for associates to enhance skills, abilities and education; encourages internal talent for promotions and career opportunities; promotes associates to adopt healthy lifestyles with free health assessments and coaching; and surveys associates for insights into the culture and business.

"Our associates bring unique experiences to our organization. Through our culture of inclusion, we value every idea, opinion and best practice offered," says Byerly. "The flow of ideas and information isn't exclusively from the top down. It moves up, down and laterally throughout our organization. Following this practice, our mode of operation is not just the Diebold way or the industry's way; it's the best way."

Partnering Is Paying Off

Diebold's business model is based on combining physical, electronic and logical security principles with people, process and technology to deliver integrated





Tony Byerly has built Diebold Security's senior leadership team from industry pros with a passion for teamwork, operational excellence, customer service and business relationships. From left: Rob Raymond, Felix Gonzales, Damon Kanzler, Byerly, Jeremy Brecher, Kevin Engelhardt and Bill Fitzhenry.

security solutions that meet customers' operational and security needs. The company has leveraged its financial market expertise, experience, broad capabilities and innovation to grow its electronic security commercial national accounts program, which it expanded in 2012.

"The expansion of our sales force and commercial national accounts has enabled us to grow steadily the past three years," says Felix Gonzales, vice president strategic initiatives and business development. "We're pairing highly trained industry veterans with large corporations to broaden our security business and enable better outcomes for those customers. We added more than 160 new commercial and financial customers with thousands of locations in the past two years."

Diebold's impressive list of clients includes the Hope Diamond, World Trade Center Transportation Hub, United Nations, Lincoln Center for the Performing Arts, Christie's, and tens of thousands of financial institutions, commercial enterprises and other businesses. The company has collected more than 100 written customer testimonials from a wide range of top national companies.

Recent marketing efforts include implementing a fresh print campaign, several new pieces of customer-facing collateral, hosting Security Symposium events and introducing a series of traveling Diebold Security Technology Seminars featuring technology and security topics. The company also distributes internal bulletins and employee newsletters to keep associates informed about technology and security trends.

"We continue enhance several well-received marketing initiatives and additional customer outreach rooted in knowledge-building and peer-to-peer collaboration," adds Gonzales. "By working to continuously improve our ability to connect with, inform and learn from our customers, we gain valuable insights that allow us to provide a better experience and also reinforce our position as not just a security provider but a true security partner."

Standing for Something Special

At Diebold, being a leading integrator requires pushing past the balance sheet and even beyond satisfied customers. It brings the larger responsibility to make

a difference in the communities served and the security industry itself.

To those ends, Diebold supports and encourages its associates to participate in community service work both locally and nationally. Involvement is an integral part of the corporate culture through companywide events, field office activities, volunteer days and fundraising awareness programs.

Among its philanthropic pursuits, Diebold has sponsored events to benefit Harvest for Hunger, National Center for Missing & Exploited Children, Make-A-Wish, ALS Association, American Heart Association, American Red Cross, USS Foundation and local fire departments. Associates also perform work for Habitat for Humanity and participate in the Juvenile Diabetes Research Foundation Walk to Cure Diabetes and the National Multiple Sclerosis Society's Walk MS.

Professionally, Diebold is active in numerous industry organizations and events, including: ASIS Int'l, CSAA, Electronic Security Association (ESA), National Fire Protection Association (NFPA), National Retail Federation (NRF), Partnership for Priority Video Alarm Response (PPVAR) and Security Industry Association (SIA). Executives and associates contribute to boards and task forces, and are involved in committees and certification programs.

"As one of the industry's leading alarm monitoring companies and security integrators, we are committed to the continued growth and success of the industry," says Byerly. "We're in this for the long haul, having served as a security company for more than 150 years and now setting our sights on the next 150 years. As we continue to expand our leadership position, we understand the importance of acting like a leader and making a true difference in the industry." SSI

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