

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

Consulting Project for Ollivier Security Systems, Inc.

A graduate project submitted in partial fulfillment of the requirements  
for the degree of Master of Business Administration

By

Rachel Ramirez

December 2020

The graduate project of Rachel Ramirez is approved by:

---

Loren Naidoo, Ph.D.

---

Date

---

Joy Griffin, Professor and Advisor

---

Date

---

Kristen Walker, Ph.D., Chair

---

Date

California State University, Northridge

## Acknowledgement

I would like to extend the sincerest of thanks and gratitude to Dr. Walker, for admitting me back into the program when I had abandoned any and all hope of returning. We all face difficulties in life, and sometimes we are not able to get up so swiftly after being knocked down numerous times. Without you and your consideration, I would have quit everything else in my life that followed from this point forward. Thank you for not allowing me to believe that I am a quitter.

I also would like to extend the sincerest of thanks and gratitude to my advisor, Joy Griffin. We knew each other only a very short amount of time throughout this project, but I looked forward to our weekly meetings as we progressed through the semester. It became one of the highlights of my total experience within the CSUN MBA program. I just want to thank you for all your sound advice; I will use every bit of it cherishingly as I continue along my life course. Thank you for illuminating my path when all seemed entirely dark and completely unsurmountable. You made me believe that I do, in fact, deserve to make all my dreams come true—and no one was ever quite able to show me that before. You have given me a true gift, more valuable than any degree I have earned, or will achieve in the future, and I will forever be grateful to you for that.

## Dedication

I would like to dedicate this Master of Business Administration to my father. He never saw me graduate—he was nearly fully blind when I received my B.A. degree—but he *heard* me walk. He was present with me, and my fellow students, and he heard the band play and the proud parents cheer along with him. He wanted me to study business. I promised him that I would forego my studies in music and focus on business, before returning to music. I never forgot my promise to him. Dad, I finally did it! I finished, and I did it just the way that you asked me to do it. Now, I can play music. Rest in peace and power, Dad. I love you-*always*.

## Table of Contents

Signature Page	ii
Acknowledgement	iii
Dedication	iv
Abstract	vi

## Abstract

Consulting Project for Ollivier Security Systems, Inc.

By

Rachel Ramirez

Master of Business Administration

As Group MKRR, we met with Ollivier Corporation President and C.E.O. Louis Boulgarides. He advised us of his current position as a security systems integrator looking to move into the in-person security guard side of his business. We obtained a 2020 Vision Plan containing a list of customers, financial information, and the last several years of milestones. We sought out to complete an analysis of the current state of the security industry, the possibility of Ollivier moving successfully into the in-person guard line of business, and if current clients would likely be interested in these additional services.

We submitted a survey to twenty-eight of Ollivier's current clients to assess their overall satisfaction with Ollivier services. We also conducted interviews for a qualitative analysis when we were unable to gain a significant sample number for our quantitative research. Individually, I provided an experienced overview of the security industry to my group members. I had worked in the security industry for seven of the last twelve years; and, interestingly, I had worked indirectly for Mr. Boulgarides. It was from this prior work

experience that I reached the conclusion that Mr. Boulgarides was likely an acquisitional player in his field. I determined he would need to expand into residential markets, as losses in commercial markets would call for profits to be located elsewhere in order to recover loss of revenue. I drafted the initial section on Ollivier's weaknesses as part of a SWOT analysis, as well as the initial Porter's analysis on the security alarm systems industry. I drafted the initial section on residential HOA markets as a potential growth opportunity. Finally, I followed-up with survey respondents for a telephone interview to elaborate on their responses. I elicited more respondents by sending follow-up email survey requests, then compiled the data in conjunction with the information obtained from the phone interviews for an overall qualitative assessment of our research results.

We found that Ollivier has a very long accounts receivable collection process. Also, the company has a high customer concentration, a high segment concentration, and a large amount of debt. On the marketing side, Ollivier utilizes a few names—subsidiary companies include Smart Site & IPG, all offering some security service. A tightening on financials, the addition of more customers to address customer and segment concentration issues, expansion into new market segments, and the beefing up of marketing to include a single brand name, a series of website testimonials, and a real presence that will capture new potential customers are ways that Ollivier can achieve the growth it needs to become a dominating force within its industry.