

## Full Service Managed and Total Services Provider for IP Cameras, Security Cameras, Printers, Networks, Software and IT Support



**Chad Theriot**  
President

**CBM Technology**  
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Interview conducted by:  
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**“We take that expertise and that experience and combine it with the companies who are staying current on how they produce their products.” - Chad Theriot**

**CEOCFO: Mr. Theriot, would you tell us the focus of CBM Technology?**

**Mr. Theriot:** The focus is providing a full MSP experience and support to our customers. We have been in business 43 years and we are migrating many customers to a full-service MSP or TSP (Total Service Provider) model now so that they can have one point of contact and one vendor to handle all of their technology needs ranging from IP cameras, security cameras, printers, networks and software.

**CEOCFO: Are people ready to embrace the full-service approach or is a bit ahead of the game?**

**Mr. Theriot:** We find the people who are new to business or have been in business less than five years are flexible in hitting the TSP or MSP model. The people who have been in business for longer than ten years tend to have been exposed to services that are not based on a cloud or monthly fee model so they have a stronger tendency to avoid that model. We find we do have a hard time converting some of our older customers to the newer model but we are converting some.

**CEOCFO: How are you able to be knowledgeable about all the moving parts so that it is good for your customers and good for you?**

**Mr. Theriot:** We have a natural advantage in the fact that we have been in business 43 years. Having been in business that long, some of the senior management staff understand the technologies where they come from, how they integrate if they integrate and why they integrate. With that experience we also look for the vendors that are pursuing the integration model. For example, security cameras; there are dozens to choose from and we know two or three that work well together with the IP model and the converge model that we currently use. We take that expertise and that experience and combine it with the companies who are staying current on how they produce their products. We drive them a little and we are on a short list for several of our vendors as far as dealer feedback forums. We get to have a slight influence, you cannot have a great deal of influence with a company like Xerox, but we have a slight bit of influence with some of the partners. We help them understand and they help us understand where they are headed. You start getting all of your team into that mindset and you start simplifying your stack. There is a lot of BYOD in the marketplace now. There are two models, one is only my stack and that is all there is to it and then there is a complete BYOD model. We are somewhere in-between. We tried to simplify the stack and tried to keep the stack in order but we also adapt to a lot of the BYOD diversity that is out there.

**CEOCFO: Is there a typical customer for you. Who is turning to you for service?**

**Mr. Theriot:** Unfortunately, one of the downfalls of our business is that since we have been in business so long, we have a lot of different types of customers. We go from small five to ten user shops to large corporations so we have a very wide range. We also cross a lot of industries and this comes from the fact that we have been exposed to a lot of people here over time. It is usually a hindrance having to stay involved and trained in so many industries. However, when the economy goes down or a certain industry goes bad, it is beneficial. We do not look to single out one vertical or one technology, we try to limit a technology. We like to have at least two or three customers per vertical or technology. We are willing to stay

at those minimal levels. It does cost us more in the training and the amount of work we have to put in but we find that stability with our diversity is more important over the long haul.

**CEOCFO: *Is the history of your company meaningful to your customers or somewhat of a hindrance?***

**Mr. Theriot:** The new MSP model companies that have been in business less than five years look us up on the internet and find out how long we have been in business and think we are old-dogs. Then they meet us and I think that the current owners and our approach to everything is new and fresh and I think that surprises most of them. I do not feel like our years in business has been a hindrance once we have gotten the interview. I do not know about those who have found us but not called us. I have a perception that we may have some of that but we fight that perception by putting our VP who is an energetic guy in his early forties, we put him out there and he has quite a youthful look to him. He is the spokesperson of the company now. We made that move from me to him because we realized we needed to make sure that we had that fresh look and current status.

**CEOCFO: *Do many of the MSP customers take advantage of all the services?***

**Mr. Theriot:** We have patience because we are not running a five-year and out game. We have patience so we might only get a customer in one area. We take our time and educate them on what else we do and we will wait until they find out that the contract is up. We have to continue to present to them what we can give them. When we added phone systems to our repertoire, that was a hard one. The phone system relationships are very deep relationships. We win that one on price, we tell them we can save them a lot of money on the new phone system because we are not only selling phone systems and we do not have to make our entire profit on one product. We get them in there and usually do a small project first and then we end up getting more. You have to have patience.

**CEOCFO: *Are you able to encourage your MSP customers to talk to you before they make changes?***

**Mr. Theriot:** The main thing I have seen in the MSP world, which are failures in a lot of our competitors, is that they push this stack they are comfortable with and they do push a lot of restrictions. We win a lot of deals by telling them we are going to give you the power. Does it cost us more time and raise our costs, does it allow the customer to have more downtime? Yes, but we feel like we are their experts in IT, not their overlords. It is kind of like a mentoring process. We never say in our advertising that they will never have a problem when they come to us. We tell people there are going to be mistakes. We are going to make mistakes and you are going to make mistakes, but we will always be there to help you and we will always be there to help you recover. Our thing is not if you will get hit by a virus but, when because somebody will come out with a new virus and no one will be protected from it and you might get hit. We make sure we have the best recovery process. The hardest thing we push is to make sure our customers at least have the full stack of recovery processes so that when they do have a problem, we can recover and get them back up and running quickly. There is a premium to pay when they do that and that is simply a premium adverse training process; it is Pavlovian. They do not want to pay extra fees, they then start yelling at their own people not to do it but we walk in and say by all means have fun. We let them drive us to lock down the systems, we do not drive them. Again, you have to have patience to work through that process, it is going to be painful for the first few years as they learn and we learn.

**CEOCFO: *Did you have patience in the beginning or did it come over time?***

**Mr. Theriot:** We are a bit of a unique business, being in business 43 years puts us back in the mainframe days. I actually started with this company working as an intern. It was not called intern then. It was called go-with-your-parents-to-work-day. I started when I was twelve so I have always seen how this has continued to happen. Everyone present in this company before I took over, was basically saying you have got to give them time. We have had customers leave us for ten years and then come back. Patience has always been a part of our DNA. It was not something I had to learn one day, although it is something you have to continue to practice. It's frustrating when they make mistakes and it causes me more time but you have to always realize the customers are counting on you for things and they are trying to be as productive as they can be. We are not here to limit them but to empower them.

**CEOCFO: *What is your geographic reach today?***

**Mr. Theriot:** Our geographic reach is centered in Louisiana but because of our MSP we go nationwide. We stick mostly in the Southeast because sometimes we have to do installations and we drive for several hours. We have joined a partner program that gives us the ability to install nationwide. When it comes to break-fix, we personally serve central Louisiana from New Orleans all the way to Beaumont. We have partners outside of that demographic that do the break-fix but we handle all of the other services.

**CEOCFO: *How do you reach out for new customers?***

**Mr. Theriot:** That is something I am working on. We have been in business for so long that we have so many returning customers and we have never had a big hard-sales process. We have had some competitors come up that used to work

for me. They simply do a much better job at selling and we have to change that, which is why just this last year we started employing different strategies for sales and marketing.

**CEOCFO: *I see from your site that giving back and community involvement are important for CBM. Why is it important and where do you focus your efforts?***

**Mr. Theriot:** I personally focus on issues that relate to children. I am involved in the Boys and Girls Club. I am involved in the robotics program we have here. I believe in helping the people that need a hand up, not a hand out. I belong to the Habitat for Humanity board. I encourage all of our managers here to get involved in their own way. I know some companies try to unify everybody into one cause and I just never felt that my cause could be embedded on somebody else and they could be as energetic into as I am so I let all the managers help their own causes. We support several different causes. Most of them are related to giving back to the community in the sense of supporting children and their efforts and supporting the community with the underprivileged.

**CEOCFO: *What surprises you about technology today?***

**Mr. Theriot:** When I was growing up, the new technology was television. My parents did not know how to control that. They did not have television growing up. They added to their lives as adults. We grew up with television but we did not grow up with social media. Social media has been added to our lives but our children have grown up with social media. I think that in the information age, we started out thinking that information was power and the more the better and let's gather it as much as we can. We have realized that we have opened Pandora's box to that information flood and now no information matters. We used to read every line and every book mattered and now none of it matters because it is completely flooded. We have allowed this through social media and a few companies that control it. We can control it via a sorting mechanism for what you see first on a screen. For instance, I wrote a real estate website and when you hit search, you give me all the criteria, I still list all 72 properties. The way I sort those properties determines which ones you will see first and, by human nature, you will not pay attention to page five. Social media does the same thing but to a much greater extent. The fact is that we have been controlled by information technology and I do not think that we as a community have realized how to take back control of our social media. I have told several people to get off social media and they cannot. They literally are addicted; it is addict behavior. They literally cannot delete the accounts from their cell phones because they think they will have anxiety. That is a serious problem. From the business side, we have as much inundation with information and so much. CEOs are being inundated with so much more information being generated by all the different systems that we have in place that they do not see the forest through the trees.

**CEOCFO: *Why choose CBM Technology?***

**Mr. Theriot:** We feel that going forward people need to stop focusing on the printers and devices and security systems and all these different vendors that sell them all these different things when all they are trying to do is sell tires or some product. The technology that people are being forced to get into, they spend more time on that than they do on their own business. CBM is willing to create a personal relationship with people so we know who you are when you call. We know how you run your business and we know how you need to be operational. We take your business as serious as you take your business. We will do what it takes to make sure you have that level of service. That means that we are not going to be right for everyone. We do not do it by the numbers and we are not going to have a whole lot of customers. For those who value the extra time on the phone over the three cents or hundred bucks you are going to save on a printer or whatever, when they value the service more than a few pennies you can save by going to Amazon Direct, those are our customers because we want to have customers that we know their names.

