



Case Study

How Ryan Fireprotection
Increased Capture Rate by 25%
and Brought Discipline to Sales
Execution with BZSOS



Ryan Fireprotection is a full-service fire and life safety contractor serving industrial, healthcare, and commercial markets.

The company provides:

- Fire sprinkler systems
- Fire alarms
- Fire extinguishers
- Special hazards and clean agent systems
- Kitchen hood suppression

With a strong presence in complex, high-value environments, Ryan Fire operates in a sales environment where **opportunities are frequent, pipelines grow quickly, and execution discipline determines profitability.**



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“We had high performers. People who were hungry,” said Edwin Frieden, VP of Sales. “But we weren’t giving them tools to help them win more of the opportunities they were already chasing.”

The Challenge

High activity, but inconsistent outcomes

Before implementing the Blind Zebra Sales Operating System (BZSOS), Ryan Fire had a strong sales team with experienced, motivated sellers.

But like many organizations, they faced a common challenge:

They were doing a lot of work - but not maximizing the return on that work.

“We had high performers. People who were hungry,” said Edwin Frieden, VP of Sales. “But we weren’t giving them tools to help them win more of the opportunities they were already chasing.”

At the time:

- Sales success relied heavily on individual talent
- Pipelines grew quickly, but weren’t always clean
- Forecasting varied depending on the side of the business
- There was no consistent system for how sales should be executed

Like many sales organizations, there was an underlying reality:

Sales felt chaotic.

And chaos is difficult to scale.



**“Hope is not a strategy.
Talent is not a strategy.
Discipline is.”**

The Decision

Moving away from “hope” as a strategy

When evaluating BZSOS, Frieden had the same questions most sales leaders have:

- What is this, exactly?
- How is it different from training?
- How do we measure ROI?

“The biggest yellow flag for me was: how am I going to measure the return?” he said.

But one idea stood out.

“Hope is not a strategy. Talent is not a strategy. Discipline is.”

That belief ultimately drove the decision to implement BZSOS.

The Solution

A system for how sales actually gets done

BZSOS is not software.
It’s not traditional sales training.

Frieden describes it differently:

“It’s like the iOS for your phone. It’s not the apps. It’s how you move between them.”



“It helped us define how we go sell - not just how we do business,” Frieden said.

In practice, that means:

- Defining how opportunities are managed
- Standardizing how sellers move deals forward
- Creating consistency across a team of 60+ salespeople
- Building a repeatable system that drives predictable outcomes

From Chaos to Systemized Sales Execution

Before BZSOS, success often depended on effort and instinct.

After implementation, Ryan Fire shifted to Systemized Sales Execution:

- Clear process for managing opportunities
- Defined expectations for pipeline movement
- Consistent language across the team
- Repeatable behaviors that drive results

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Instead of relying on managers to push activity, the system itself created visibility.

“We’re speaking the same language now,” Frieden said.

Accountability by Process, Not Pressure

One of the biggest cultural shifts came from how accountability showed up inside the team.

Instead of relying on managers to push activity, the system itself created visibility.

“We’re speaking the same language now,” Frieden said.

That includes shared terminology around:

- Pipeline management
- Vetting opportunities
- Next steps and timelines
- Sales execution tools

The result:

- Greater alignment across the team
- Clear expectations for execution
- Less ambiguity in performance conversations

CRM Discipline That Drives Performance

With a high-volume sales environment (some sellers quoting 50 deals per month) pipeline management is critical.



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“We clean our pipeline once a quarter,” Frieden said. “Keeping that data clean drives efficiency.”

BZSOS helped Ryan Fire improve CRM discipline and data hygiene, not through enforcement, but through necessity.

“We clean our pipeline once a quarter,” Frieden said. “Keeping that data clean drives efficiency.”

Because sellers are:

- Actively vetting opportunities
- Updating deal status
- Managing clear next steps

...the CRM becomes a tool for execution, not just reporting.

That discipline feeds directly into performance.

The Metric That Changed Everything

Capture Rate

While many organizations focus on top-line revenue, Ryan Fire found a more powerful leading indicator:

Capture Rate: the percentage of opportunities won vs. pursued

Before BZSOS:

- Standard benchmark: **50% capture rate**



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“We’re selling more by doing less,” Frieden said. “That’s the goal.”

After implementation:

- Top performers: **~80% capture rate**
- Lower performers: **50-60%**
- Team goal: **75%**

That represents a **25% improvement in win rate.**

“We’re selling more by doing less,” Frieden said.
“That’s the goal.”

Instead of chasing more deals, the team is:

- Vetting better opportunities
- Executing more effectively
- Converting at a higher rate

Measurable Business Impact

Increased Efficiency

- Higher capture rate means fewer wasted efforts
- Sellers focus on the right opportunities
- Less time spent chasing low-probability deals



A 25% improvement in win rate.



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Like many organizations, adoption didn't happen overnight.

“It took about three to six months,” Frieden said.

Stronger Financial Performance

Ryan Fire achieved:

- Top-line revenue goals
- Bottom-line margin goals

While leadership acknowledges that success can sometimes happen without process, BZSOS provides something more valuable:

Repeatability.

Predictable Outcomes in an Unpredictable Environment

Ryan Fire operates across two distinct sales environments:

- **Construction (predictable, forecast-driven)**
- **Service (reactive, harder to forecast)**

Even in the more unpredictable service business, BZSOS introduced greater clarity.

Through better vetting and process discipline:

- Opportunities are better understood
- Expectations are more realistic
- Revenue becomes more predictable over time



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“People you wouldn’t expect, maybe not the most organized, maybe a little quirky, they became some of our highest performers,” Frieden said.

The Moment It Clicked

Like many organizations, adoption didn’t happen overnight.

“It took about three to six months,” Frieden said.

The turning point came when:

- Sellers began consistently using the tools
- Team feedback increased during sales huddles
- Capture rate started to climb

“That’s when I knew - it’s working.”

Adoption Across the Team

With a sales team of ~60 people, Ryan Fire expected some resistance.

Instead, they saw strong adoption across the board.

Even more surprising:

- Some of the biggest success stories came from unexpected places.

“People you wouldn’t expect, maybe not the most organized, maybe a little quirky, they became some of our highest performers,” Frieden said.



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“You can’t scale chaos,” Frieden said.

Why?

Because the system gave them:

- Clear process
- Defined structure
- Repeatable steps

Why It Works

For Ryan Fire, the value of BZSOS comes down to one thing:

Discipline creates predictability.

Sales without process leads to:

- Inconsistent outcomes
- Unreliable forecasts
- Burned time and energy

Sales with process leads to:

- Higher conversion rates
- Better use of time
- Scalable success

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“It creates predictable outcomes,” Frieden said. “And that’s everything.”

Advice to Other Leaders

For leaders considering BZSOS, Frieden offers simple advice:

- Ask questions
- Talk to other companies using it
- Talk to the salespeople actually using it

“It’s not for the CEO. It’s not for the VP. It’s for the sellers,” he said.

Conclusion

For Ryan Fireprotection, BZSOS didn’t just improve sales performance.

It changed how sales works.

The results:

- 25% increase in capture rate
- More efficient use of seller time
- Stronger CRM discipline
- Improved pipeline clarity
- Greater consistency across the team

And most importantly:

A shift from reactive, talent-driven selling to disciplined, systemized execution.

“It creates predictable outcomes,” Frieden said.

“And that’s everything.”