Integrate

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The Future Is Here:
Are You Ready?

Inside the fast-evolving developments that will be discussed at Pivot to Profit 2023.

PIVOT
TO PROFIT®

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Why We're Excited About
Pivot to Profit 2023

Critical market factors like AI, and the mission-critical nature of what integrators provide to customers, has made pivoting even more vital in 2023 and beyond. *By Tom LeBlanc*

The original premise of Pivot to Profit (P2P), the NSCA conference that launched in 2016, was this: Integration companies needed help pivoting from product- and project-based revenue to recurring revenue and service-based models. Over time, the "pivoting" nature of the event evolved beyond managed services to span other opportunities for new revenue, as well as market circumstances that are important to navigate.

As we approach 2024, there are many opportunities for you to pivot toward—and just as many circumstances to avoid. The session content at this year's P2P conference reflects the interesting environment that you face: It's both an exciting and tricky time to be an integrator.

This year, we're devoting lots of P2P content to artificial intelligence (AI). That's because integrators talk to us every day about how AI can potentially improve their workflows and efficiencies. But just as many talk to us about ethical and intellectual concerns. We're addressing that with a very **industry-specific look** at how AI will impact integrators. Renowned AI expert **Lisa Thee** is joining Intel's Kasia Hanson for an opening session on AI opportunities and ethical concerns. We're thrilled we have these speakers! There are also breakout sessions about AI's impact on the solutions you design, and the business and legal impact of AI for integrators.

There are also financial pitfalls to avoid. Supply chain issues have dissipated, but challenges related to product availability and escalating costs still make profitability uniquely tenuous. P2P features a session called "Straight from the Finance Folks," in which integration company CFOs talk about the steps integrators should take to protect profitability. These will be things that not every employee will want to hear, but it's the finance leader's job to make sure they happen.

Speaking of pitfalls to avoid, there's also a P2P session on legislative issues to watch in 2024. This is a big part of NSCA's mission: monitoring legislation that may impact your companies and organizing and collaborating with industry voices to make our case. We recommend that someone from your company pay attention to relevant legislation, and this session is a good first step.

PIVOT
TO PROFIT

We also have several sessions about emerging opportunities. Many of these relate to the fact that technology is now typically on customer networks—and they're also mission critical to organizations. Now, virtually all unified communication and collaboration, security, access control, healthy building, and efficiency-related solutions you provide are integral to the way customers conduct business. They can't afford for their systems to go down and require managed services agreements to ensure reliability.

This is an opportunity for integrators that are ready. But beware: You really don't have a choice but to prepare. The industry is moving ahead whether you want to or not. Pivot to Profit has always been about making sure NSCA integrators are the most ready, so don't miss what we're bringing you this year. △

Tom LeBlanc is executive director at NSCA.
Contact him at tleblanc@nsca.org.

VISIT NSCA.org/p2p to learn more about Pivot to Profit 2023

Integrate — IN THIS EDITION

Business & Leadership Conference 2024
Feb. 27-29 • Las Colinas Resort • Irving, TX

Don't be left out! Join the NSCA community at the 26th annual Business & Leadership Conference (BLC), where the theme is: **What the Best Integrators Are Doing Next.**

We refer to the "best integrators" for a reason. Each year, the best of the very best in the integration industry converge at BLC to learn how business and the industry are changing—and to get an edge on success strategies. BLC is also an opportunity to create invaluable connections. The NSCA team can't possibly count the number of times integrators have told us they met someone at BLC who helped them change the course of their company for the better—or they experienced a session that altered their business approach. Make sure you're among the best of the industry and join us at a beautiful resort for the most important integration industry event of the year. Enjoy an early-bird discount by registering now.

Register Today www.nsca.org/blc

NSCA
Business & Leadership CONFERENCE
26th ANNUAL

Leading Through Change: Insights for Integration Company Leaders   Webinar • Oct. 17 • 11 am
Leading an integration company in 2023 isn't easy. In today's rapidly changing business environment, managing change has become an essential skill for leaders. Join this webinar, led by NSCA Executive Director Tom LeBlanc, featuring a panel of integration company leaders and insights from NSCA Business Accelerator Insperity. Attendees will gain valuable insights into effective change management strategies. Discover the psychological process of change and how it impacts your organization, and learn how to best address your employees' personal needs during times of transition, which is crucial to maintain employee engagement and performance. Be sure to leverage this webinar to enhance your change management skills and lead your organization through change with confidence. **Register Now**

REVUP Achiever Outcome-Based Selling Certification   Virtual Training • Oct. 18 Kickoff
Almost every role in your company benefits from specialized training: project management, installation, engineering, even finance. But what about sales? Are you giving your salespeople what they need to succeed, or are you leaving them in the dark?

The REVUP Achiever is a 12-month certification program meticulously designed for sales professionals in the AV, IT, physical security, and copier sectors. With a foundation built on the 30-year legacy of customer-focused selling, this program is modernized for the new age of learning and is tailored specifically for the unique needs of technology sales professionals.

NSCA members receive $100 off per month per salesperson! Sign Up

REVUP Achiever

Tipping Point: How the Integrator/Customer Relationship Is Changing   Webinar • Oct. 24 • 11 am
Discover the evolution of integrator-customer collaborations in this upcoming webinar hosted by NSCA and sponsored by Exertis Almo and Yealink.

Join us for an engaging discussion where integrators are encouraged to share their firsthand experiences in navigating the changing landscape of business partnerships in the digital era.

We'll highlight key shifts in:

1. **Unified communications and collaboration (UCC):** Learn how UCC tools are redefining project management and communication, fostering transparency and efficiency.
2. **Healthy building changes:** Explore how smart building technologies focused on well-being are shaping customer priorities and integrator strategies.
3. **Security and cybersecurity:** Delve into evolving strategies for safeguarding data and fortifying network infrastructure.

Gain insights from real-world cases and learn to adapt your strategies for success. This roundtable is your opportunity to contribute to industry discussions and learn from fellow integrators. **Secure your spot in this transformative conversation! Register Now**

Digital Signage Experience
Mission Critical Digital Signage: Redefining Integrators' Roles   Dec. 4 • Las Vegas
If you're attending Digital Signage Experience (DSE), be sure to attend the NSCA-led discussion on the evolving role of a digital signage integrator. The digital signage solutions that integrators offer have never been more in demand in every vertical market, facilitating vital communication and safety for clients' employees, customers, and students. Meanwhile, the digital signage solutions that integrators install increasingly live on the network, and customers can't afford *not* to have them work consistently and reliably. This means you need to offer managed services—and you must be qualified to work in an IP endpoint environment. It's no longer a choice. The industry is moving in this direction with or without you. Are you ready? This session lays out the mission-critical challenges and opportunities that await integrators. NSCA Executive Director Tom LeBlanc leads the discussion.

Use code "NSCA" to receive your *free* expo hall pass or 20% off conference passes. Register Now

PIVOT

TOWARD

UNDERSTANDING THE **IMPACT OF AI**

How will artificial intelligence really impact integrators?   *By NSCA Staff*

Talk of artificial intelligence is omnipresent. The trick for integrators is to cut through the noise to understand the real ways in which these fast-moving developments will matter for their companies.

There will be impact on the solutions that integrators provide to customers, as well as on the business of running an integration firm. During Pivot to Profit 2023, NSCA community members are leading AI conversations that are less about hype and more about what integrators need to understand so they aren't left behind. Here are some takeaways:

Opportunities for Efficiencies

The use of AI and generative AI tools can certainly help create efficiencies for integrators, according to Sid Bose, an attorney for Indianapolis-based Ice Miller who focuses on data, security, and privacy. "From speeding up quoting times to creating precise estimates to simplifying mundane marketing activities, AI tools have opened up a number of possibilities for integrators."

AI tools could be a meaningful replacement for certain low-level tasks that require written work in situations where accuracy of the content does not give rise to legal or ethical issues, he says. For example, "AI can be leveraged to create content for cover letters, job descriptions, estimates, or other written material. However, risks are clear when using AI tools for customer-facing materials, given the known issues with the accuracy of AI tools. AI tools should not be used for creating content that involves the use of professional judgment, such as providing technical advice."

Revit Will Make an Impact

According to members of NSCA's Emerging Technologies Council, Revit is gaining traction in the integrator world as a means of tracking project details, identifying clashes, reporting on costs, and more. Revit, a BIM software platform developed by Autodesk, provides a way for users to create, edit, and review 3D models in remarkable detail.

Initially designed for architects and engineers, many integrators are now incorporating Revit into project-delivery workflows as an efficient way to support complex AV project design, documentation, and collaboration. Integrators can create information-rich models in a 3D environment to do things like:

- Identify clashes to resolve issues before they play out on the jobsite
- Track project details
- Report on costs
- Decrease waste

Revit also makes collaboration much easier. You can create your AV model, connect your model to the design team's models, and enable sharing amongst the entire project team. This real-time collaboration enables AV systems to be layered onto architectural designs. Elements like speakers or screens can be adjusted as the design evolves.

Beware of Legal Concerns

Another important consideration is the use of AI tools that create implications on confidentiality. Inherent to how AI tools work is the important fact that any data "fed" to such tools are not necessarily kept confidential, according to Bose. "For confidential company or customer data, there is a clear risk that information shared with a generative AI tool will become part of the AI tool and will therefore be able to be accessed by other users of the same generative AI tool," he says. "Integrators should be cautious and ensure that use of such AI tools should not violate integrators' confidentiality obligations to their customers."

Be Mindful of Intellectual Property

"Where integrators rely on intellectual property rights as a core competitive advantage, the use of AI tools can present significant risks to the intellectual property rights in the underlying work product," Bose says. "For example, integrators relying on copyrights need to recognize that copyrights may not exist in AI-generated content. Similarly, users of AI tools need to be aware of the open and unresolved issue of liability for intellectual property infringement in AI-generated content. Most AI tools make no assurances that any output does not violate the rights of others. As a result, there is an open question that is currently being litigated in courts around who can be held liable in the event AI-generated content violates intellectual property rights."

AI Is Evolutionary and Revolutionary

In the same way humans went from the abacus to the slide rule, the calculator, and finally to computers, AI will become an evolutionary tool we must learn to use, according to J.B. Fowler, chief product officer at Domotz and moderator of a session about AI at NSCA's Pivot to Profit 2023.

"AI will be assistive to many job functions and operations. Users of AI will still need the skills they have today, but will need to understand how to the input/output from the AI. The revolutionary aspects of AI will be how it transforms the way in which we use tools for our job functions."

Fowler also anticipates the applications to evolve with integrators. "These applications will change digital signage and how customers interact with media," he says. "AI will improve the efficiency of security, including physical security and access controls, security camera applications, and cybersecurity, with privacy protection/monitoring. Even nurse call stations will become more intelligent, bringing automation and more sensor awareness to bring patient-specific monitoring. The shining light in all this is that these are opportunities for the custom integration channel to pivot toward the future and discover new revenue generation opportunities that didn't exist before."

Yes, there's lots of AI hype right now. This causes integrators to get excited and nervous about AI and the impact it will have on their business. Fowler's advice is not to shy away but embrace the change. He adds, "Humans, by their very nature, are always looking for efficiencies. AI should be seen as a wonderful tool to improve both our professional and personal lives. "Being litigated in courts around who can be held liable in the event AI-generated content violates intellectual property rights." ◬

An Industry-Specific Look at Artificial Intelligence Mania

Speakers: Kasia Hanson, Intel; Lisa Thee, AMP Solutions LLC

Pivot to Profit 2023 touches on AI in several ways. There are breakout sessions that purposely step back and look at the evolving technology from practical business and tactical solutions perspectives for integration companies. This opening general session, however, goes all in on AI mania. Featuring AI thought leaders who, through relationships with NSCA, understand the integration market, this session focuses on big-picture possibilities and opportunities for integrators and their customers to embrace AI mania.

How AI Will Shape Our Integrated Solutions

Moderator: J.B. Fowler, Domotz
Panelists: Quang Trinh, Axis Communications; Aakash Ravi, Spaceti; Ashish Maru, Red Thread

Get ready to nerd out or freak out, depending on your perception. In this session, we take a very integration industry-specific look at examples of how AI will shape the technology solutions that we provide to customers across every vertical market, from healthcare to corporate to education and beyond. We'll discuss the role that data plays in developing our systems, machine learning, the future of IoT edge devices, and much more. This session is less about "AI mania" and more about understanding the impact on our customers.

Analyzing the Business Ramifications of AI

Moderator: Tim Albright, AVNation
Panelists: Mike Boettcher, Edge; Sid Bose, Ice Miller; John Mitton, Red Thread

Integration company leaders need to see beyond AI mania. What does AI really mean for your integration company … and what doesn't it mean? There is so much speculation about how AI technologies like ChatGPT can redefine integration. It will impact engineering and system design. It will change how we generate proposals and contracts. It will change customers' needs and expectations. It will alter talent requirements. But what does this all mean from a business standpoint? Will your company own the content that's created by AI? How will AI labor impact what you can bill and what you can't? Just as importantly, how much of the AI speculation is hype vs. reality? This session takes an industry-specific look at the specific ways in which AI will impact integration businesses so you can prepare.

PIVOT TOWARD

THE MANAGED SERVICES YOUR CUSTOMERS NEED

It's no longer about *if* you can deliver managed services—it's about recognizing the services your customers can't live without. *By NSCA Staff*

The conversation about recurring revenue and managed services for integrators has changed. It's no longer a "nice-to-have" for integrators. Since so many of the solutions that integrators offer are mission critical, ongoing services to make sure those systems operate reliably is now a "must-have" for many customers.

The relationship between integrators and customers is changing. Integrators need to assess their customers' needs and understand which managed services are required. During a Pivot to Profit session, several integrators with successful service programs will discuss some of the services that are vital for their customers. Here are some takeaways:

IT Desktop Support

"Customers should be investing in a managed services model for their IT desktop support," says Tina Peters, executive vice president at SVT. "One of the biggest advantages of this is controlling costs, as this is a standard monthly operating cost. It will allow customers to hire the talent they need for their specific industry, as opposed to needing a full internal IT staff."

It all comes back to the fact that much of the technology integrators install has become mission critical; plus, it keeps employees connected. That's why managed services are key. "Many of these plans have SLAs associated with them to ensure that the issue is fixed in a timely matter so business can resume. There are programs that offer life expectancy and usage of the same equipment for future budget planning and refresh cycles."

Continuous Training and Reorientation

"Many of our customers choose a managed service agreement due to turnover in staff," says Sandy Dinklage, vice president of professional services at ECC. Her company provides access to unlimited system training and reorientation of the system for new staff members, as well as annual training for existing team members.

Understand Your Customers' Needs

"The corporate enterprise customer is looking for a 24/7 monitoring solution for their customers dependent on their video conferencing software platform," says Don Mastro, executive vice president of global sales for AVI Systems. "There are solutions that are available from the partner community that can be embedded into a helpdesk with a common workflow."

In some cases, these managed services can be tied to a truck roll but, "in most cases, Tier 1 support can be managed over the phone," he adds. "Most instances can be solved remotely prior to any meeting with an alert system through the software platform. Data analytics are developed from the monitoring platform and reviewed on a quarterly basis in a business review. This provides a great opportunity to provide solutions to incidents and an opportunity to upsell other solutions."

Semi-Annual Recertification/Firmware Upgrades with Comprehensive Checklists

"Our customers like that we regularly perform a recertification on their system to ensure functionality and provide them with a report on the status of each piece of equipment," Dinklage says. "This helps reassure the customer that their systems receive applicable updates to the operating system that helps it perform optimally. We have customers who want to be onsite when we perform these tests to ask questions about the system."

It wasn't long ago that managed services was a nice-to-have recurring revenue stream for integration companies. Yes, there were customer benefits, but the industry conversation usually focused on the under-contract money that most integrators left on the table.

The conversation has certainly shifted. AV and security integrators offer solutions that are so important to their customers that the business case for managed services support is beyond logical. That's a good thing for integrators that can put themselves in a position to provide ongoing support. It's also a good thing that managed services remain a powerful recurring revenue stream for integrators. △
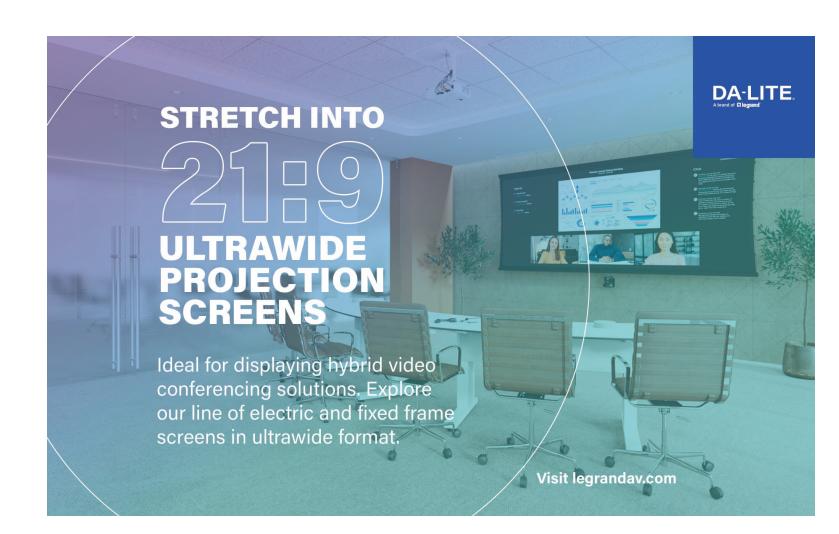
PIVOT TOWARD
UNDERSTANDING
IMPACTFUL LEGISLATION

These looming 2024 legislative issues can impact your integration company. *By Chuck Wilson*

N SCA is monitoring over 400 bills on your behalf! For our relatively small industry, it seems like a lot. But, when you stop and think about everything integrators do, your scope of work touches many different mission-critical solutions in over a dozen markets.

Take, for example, the networks you install and the digital endpoints that sense activity and gather data. That data is often stored in the cloud, and the information is essential to the operations of a facility. Not surprisingly, as these systems become more connected, integrators become more regulated.

With this in mind, integrators must do a few key things on a regular basis within their organizations.

1. **Monitor licenses.** In some states you carry individual licenses. In others, you carry a company license. It starts with who the license holder is and often they need to be a majority owner in the business. You can no longer assume that you can bid a project in a state where there is no reciprocity and expect to simply hire a licensed integrator as a subcontractor. Several states are requiring your companies to be listed as prime and use full-time employees or pre-approved outside labor resources.

2. **Build the cost of licensure, registrations, and permits into your projects.** It's shocking at times to see what certain municipalities require to pull a permit. That price needs to be determined up front and passed through as a cost of doing business. It's no different than knowing about prevailing wage prior to bidding.

3. **Cybersecurity provisions and insurance** have become more regulated as the price of ransomware and data theft escalate. NSCA reminds all of its members to be properly insured for the type of work they do and to carefully fill out the applications in the most honest way possible. One false statement on the checklist can result in you being all on your own for a claim against your company.

Based on all the bills we see in state houses and at the federal level, keep a close eye on the following:

- **Mandated apprenticeship programs led by a pro-labor legislature.** We see this pendulum swing from pro-business to pro-labor on occasion and, currently, we are seeing workforce development programs efforts to fix talent shortages come down to bills that require entry-level workers to register in an apprenticeship program.
- **Artificial Intelligence.** Nothing is more elusive to lawmakers than trying to figure out whether to slow this down or speed this up. At Pivot to Profit 2023, this topic is center stage for the industry to learn and determine the path forward.
- **PoE (Power over Ethernet).** Specifically, the growth in PoE LED lighting systems has created a turf battle between the electrical industry and the systems integration industry. State lawmakers and even municipalities are being lobbied by various trade groups to enact regulations or licensing provisions that would make it a requirement for those doing low-voltage work to have a master electrician on staff full-time to be able to pull a permit to install a project.

The outcome of the elections next year will likely give us an indication of the overall climate on regulations. We will continue to monitor these outcomes on behalf of our members and keep the legislative tracking system as updated as possible.

It would be great if you could help us monitor the states that you do business in and read a few of the bills we are tracking. If you see something positive or negative, we can do an action alert and let other NSCA members know what to monitor as well. Visit **here** to track bills that may impact you and our industry. ◊

Chuck Wilson is CEO at NSCA and a member of the NSCA Codes & Compliance Committee. Learn more about NSCA's advocacy efforts by visiting NSCA.org and clicking on the "Advocacy" tab.

PIVOT TOWARD

NEW TECHNOLOGIES & SYSTEMS

The 2023 version of the National Electrical Code (NEC) introduced the country to a new class of power circuit. It's one that could change the way buildings and technology are powered in the future. *By Ron Tellas*

Class 4 classification—now included in the 2023 National Electrical Code (NEC)—standardizes an improved format of electricity. Class 4 goes by many names: fault-managed power systems, packet energy transfer (PET), Digital Electricity™ (DE), pulsed power, and smart transfer systems. These systems are unique and specialized, and they now have their own section within the code.

What makes them so unique? Class 4 circuits provide the convenience and safety of low-voltage power, just like Power over Ethernet (PoE); however, Class 4 also offers close to 20 times the power of PoE across hundreds of meters, offering a safe alternative to AC power.

Similar to Class 2 and Class 3, Class 4 power loads are often delivered through technology that combines power and data in a single cable run.

During a Pivot to Profit session, we'll discuss what you need to know about how Class 4 will change what you do—and how you do it. Here are some takeaways:

Same Installation Process as Class 2/Class 3

Class 4 cables can be installed just like a Class 2 or Class 3 cabling system—and they're just as safe as (or safer than) these systems while offering a higher voltage rating. Integrators can complete the entire infrastructure installation without needing to call in a certified electrician—no conduit or outlets needed. This not only reduces installation time and costs for installers but also allows savings and streamlined schedules to be passed along to clients.

Broadened Scope of Work

As Class 4 systems move into the mainstream, they will provide integrators with the chance to broaden the scope of work they can provide, which can lead to more wallet share and better opportunities for continued business growth. As an integrator, the more types of work you can provide for a client, the "stickier" that relationship becomes.

Opportunities for Recurring Revenue

Smart building systems almost always create a win-win situation for all parties involved. For end-users, they can help reduce energy use, automate certain processes, improve occupant comfort and provide data and valuable building insights to help owners make informed decisions. For integrators, they provide another new opportunity: remote system monitoring and proactive management, along with the possibility of recurring revenue.

When you truly understand the inner workings and advantages of emerging technology and applications, your clients will learn to think of you as a thought leader in the industry. When they want to learn about new technology or try something new and innovative with their next project, they'll know who to partner with—an integrator that already understands the technology and can walk them through the pros and cons. △

| *Ron Tellas is the LAN technology and applications manager at Belden.*

Related 2023 Pivot to Profit Session

What Integrators Need to Know About New Class 4 Systems
Speaker: Ron Tellas, Belden

Class 4 circuits provide the convenience and safety of low-voltage power, just like PoE; however, Class 4 also offers close to 20 times the power of PoE across hundreds of meters, presenting a safe alternative to AC power. This session covers everything you need to know about how Class 4 will change what you do—and how you do it.

Learn more at *NSCA.org/p2p.*

PIVOT TOWARD
BETTER FINANCIAL RULES

Profitability is challenging in today's integration market, so it's important for integrators to empower finance-focused decision-making. *By Dan Schmidtendorff*

Making tough financial decisions is a big part of running an integration company. Putting in control measures and business rules is just as important as providing customers with innovative AV, UCC, security, or life safety solutions.

That has always been true for NSCA member integrators, but it's perhaps even more vital as we approach 2024. Although supply chain challenges have dissipated, there are still obstacles to navigate related to product availability, labor issues, inflation, and more. Put simply, it's hard for integrators to be profitable these days. The smartest integration company leaders in the NSCA Community seem to empower their financial leaders and allow them to put in place rules to keep spending and efficiency in check.

NSCA Board of Directors President Dan Schmidtendorff is moderating a session at Pivot to Profit 2023 in which he'll get integration company financial leaders to give it to us straight. Although he says he's anxious to share insight from the finance pros on the panel, Schmidtendorff offers a few key financial rules to assist in improving profitability, operations, and culture.

Schmidtendorff, president and CEO of Communication Company, points out that these rules require that companies have a few measurements in place – things like solid financial statements and a financial model for future forecasting of revenue, gross margin, and EBITDA. With those in place, he says it's important to leverage them by looking at a few key indicators to assist in profitability and growth.

"It is important that we understand our areas of profitability, labor efficiencies, and increased cash," Schmidtendorff says. "Essentially, where do we make our margins? Where do we lack financial controls and create efficiencies? And how can we increase cashflow?"

Understanding Your Profitability

"Break down the company's revenue by categories and understand where the profit sits," Schmidtendorff suggests. "Know what areas of your business return the margins you need to hit the financial goals and create continued growth. Focus efforts here. What area has the highest gross margin and how can you create more of it?"

Understanding Labor Efficiencies

"As an integrator, direct labor is the most vulnerable area of our business," he says. "Labor slides due to factors that are in our control and outside our control are the highest risk within each project we manage. Maximizing labor efficiencies leads to increased gross margins and creates opportunity for growth in additional revenue."

Schmidtendorff advises integrators to set metrics to forecast and track labor knowing utilization versus realization are examples.

> **"Celebrate the wins and set new goals. Accounting rarely gets to celebrate the wins so effort here will only have a positive impact and help create the culture you want."** –Dan Schmidtendorff, President, NSCA

Related 2023 Pivot to Profit Session
Straight from the Finance Folks
Moderator: Dan Schmidtendorff

Even though the supply chain has improved and demand is high, profitability remains tenuous. That means integrators need to add control measures and business rules to keep margins in check. NSCA advises member companies to make sure they have the right financial leaders in place and empower them to install these policies – and force team members to listen. That's exactly what happens in this session. Much like during 2023 BLC, we listened to Chuck Wilson lead a frank conversation about undervaluing our solutions, at 2023 we'll sit there and listen to integration company financial leaders/members of NSCA's Financial Leadership Council as they help us dive into 24 metrics that will improve profitability.

NSCA.org/p2p.

Increasing Cash Flow

Creating cash within your organization drives growth, so Schmidtendorff suggests focusing on areas that will increase cashflow. When it comes to collections, "know the current days in billing, set new goals to lower the days cash is tied up," he says. "Negotiate payment terms for customers and vendors. If possible, eliminate inventory and put rules in place to prevent purchasing outside of service stock and for projects. Celebrate the wins and set new goals. Accounting rarely gets to celebrate the wins so effort here will only have a positive impact and help create the culture you want."

One of the great things about the NSCA Community is the willingness to share best practices to improve the strength and reputation of the industry. During the P2P 2024 panel discussion, "Straight from the Finance Folks," Schmidtendorff will be joined by members of NSCA's Financial Leadership Council. Attendees will walk away with some strong business rules that will help them protect profitability and enable their companies to provide customer solutions. △

Dan Schmidtendorff is president and CEO of Communications Company, a Granger, Indiana-based integration company. He's also president of NSCA's Board of Directors.

Tips for Increasing Cash Flow

1. Look for pricing power. Find where gross margin sits **2. Maximize direct labor.** Labor efficiency increases margins and earned revenue
3. Collect faster. This can happen through check deposits up front, shorter terms/proactive collections, and making sure inventory is billed ASAP

The Latest from NSCA's Solution Provider Members

Unfiltered content provided directly from NSCA's manufacturer and solution provider members to keep integrators updated.

Ensuring ADA Compliance in AV Systems

At trade shows, one of the most commonly asked questions we get at the Legrand | AV booth is if a mounting solution is ADA-compliant or not. The reality is that AV design must consider many more aspects of accessibility than how far something sticks out from the wall.

The Americans with Disabilities Act (ADA) was signed into law over 30 years ago on July 26, 1990, to ensure the provision of equal opportunities for individuals with disabilities. As an industry, it is vital to understand the scope and impact of this law to fully serve everyone who encounters an AV system. Legrand | AV is proud to support this historic civil rights law to make sure all people with disabilities have the same rights and opportunities as everyone else. Learn more at **legrandav.com**.
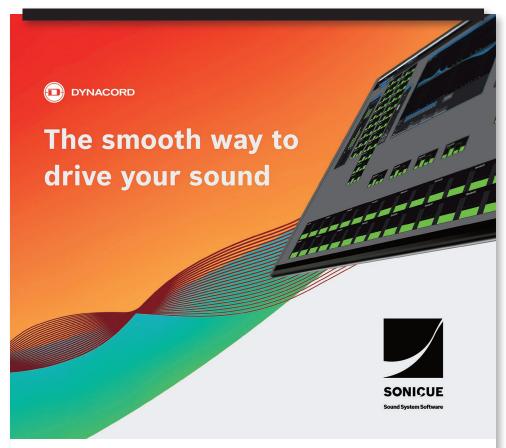
Free eBook: Making AV Technology ADA Compliant

Legrand | AV has developed an ADA guidebook that includes the background and overall mission of the ADA, how AV design impacts people with disabilities, and the nuts and bolts of AV design for ADA compliance. This eBook is a great entry point for exploring how to connect people across disciplines, talents, and distance. Adding dynamic audiovisual technology to collaboration and learning spaces supports those goals and helps improve accessibility. Download your free copy of the guide at **legrandav.com**.
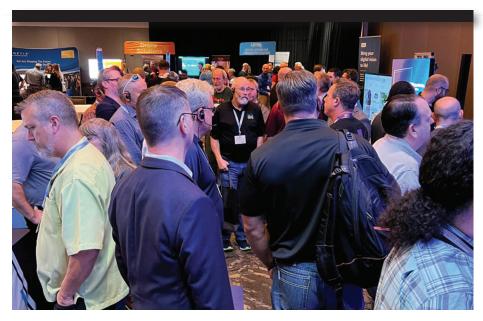
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Dynacord

SONICUE 1.3

- **SONICUE Sound System Software** allows users to configure, operate and control Dynacord electronics such as L, C, IPX and TGX series power amplifiers and the MXE5 Matrix Mix Engine. It also enables customized system control through networked panel controllers such as the TPC1 and WPN1, or via the SONICUE Control app on Windows or iOS devices. With the launch of version 1.3, SONICUE unleashes the power of the MXE5. Here's what's new:

- **Free DSP configuration.** A highlight of version 1.3 is the introduction of free DSP configuration, which allows users to leverage the MXE5's open DSP architecture, providing unparalleled flexibility for structuring DSP configurations to meet unique project requirements. The software unleashes the full potential of the MXE5's signal processing capabilities, offering an extensive range of audio manipulation options with 36 inputs, 32 outputs and up to 128 x 128 internal crosspoints.

- **Enhanced task engine.** SONICUE 1.3 also features an enhanced Task Engine that enables advanced logical tasking capabilities and seamless integration with third-party devices. Users can create system events with complex triggering options using the Task Engine. It is now possible to override scheduled events, allowing dynamic system response. In addition, the Task Engine facilitates integration with third-party devices, allowing external control of actions and devices within SONICUE while providing status updates to SONICUE Control devices. This opens new possibilities for system control and extends the MXE5's interoperability with external devices. In situations where complex DSP is not required, the semi-fixed zone mixer is still a time-saving option and still accessible in the software.

Learn more about SONICUE here.

Exertis Almo

Exertis Almo E4 Experience Makes First-Ever Stop in Phoenix, AZ on October 18

Exertis Almo, the AV industry's largest and most specialized value-added North American distributor is firing up the **E4 Experience** engines for a customized day of learning, connecting and experiencing in **Phoenix, AZ** on October 18, a first in this region.

Always free to integrators, resellers and their end users, E4 Experience Phoenix will include an unforgettable day that includes everything from the newest commercial drones and trends for the next-generation workspace, to a lively discussion about proper technology for work environments that are diverse, equitable and inclusive (DEI) for all.

Honored with a 2023, *SCN* Stellar Service Award and named a 2023 *Commercial Integrator* BEST winner, the E4 Experience is well-known throughout the AV industry as **the most valuable one-day education/training and product showcase**. It features a "crown jewel" showroom packed with the newest AV gear in use — making it a perfect place for integrators and resellers to bring their end users — along with a stacked lineup of enriching **AVIXA** CTS-certified business, technical and trend sessions.

View a complete list of E4 Phoenix educational sessions and exhibiting partners here.

The E4 Experience Phoenix is taking place on October 18 at the Sheraton Phoenix Downtown. It includes breakfast and lunch, and is entirely free to local Exertis Almo partners and their end users.

exertis | ALMO

AtlasIED

Two New Regional Sales Managers

AtlasIED announced the addition of two new regional sales managers with the hiring of Mark Foerderer to manage AtlasIED sales for North-Central America, and Eddie Navarro, who will manage sales for the Rocky Mountain region.

With 20+ years of experience in audio and sound masking, Mark Foerderer fostered strong relationships with integrators and consultants and will manage the company's external sales rep firms, McFadden Sales and RW Kunz. With experience in system solutions, voice communications systems, and design solutions, Foerderer will serve as an integral part of the AtlasIED team.

Navarro spent the last decade in both business development and technology sales roles for the K-12 market, including classroom audio communications and audio video control technology, and will manage AtlasIED's regional sales rep firm, CB Electronic Marketing.

Stirling Communications

Conen Mount Availability

Stirling Communications has availability on all Conen Mount products.

Time to elevate your classroom or Office space with Conen Mounts. Leader in Height Adjustable Motorized mounting solutions, all Conen products are Modular, Interactive Flat Panel agnostic and have an height adjustability up to 28".

Designed and made in Germany, they are following very high standards of quality and safety.

Learn more here.

Owl Labs

Meet the Meeting Owl 3

Happy fall! Owl Labs is delighted to join NSCA and introduce our smart device ecosystem for fully immersive hybrid meetings.

Our flagship device, the Meeting Owl 3, is our 360° all-in-one camera, speaker, and microphone device that leverages AI to automatically focus on the active in-room speaker. When paired with the Owl Bar, our new front-of-room 4K video bar, our devices capture the room from front and center to always share the best face-on view of in-room speakers. The Whiteboard Owl makes the presenter transparent and enhances the view of content on the whiteboard so it's always visible.

Together, our smart devices work together in rooms of any size to always capture the best view of the room so remote participants have a seat at the table and hybrid teams can collaborate as productively and effectively as they would in-person.

To learn more about the Owl Labs ecosystem or becoming an Owl Labs Partner, **visit our website**, or contact us at **resellers@owllabs.com**

OWL LABS®

THE STARS OF THE MEETING ROOM
BACK IN STOCK AND SHIPPING

MXA920 & MXA710 ARRAY MICROPHONES
INTELLIMIX P300 PROCESSOR

SHURE

Shure

Microflex Ecosystem Availability Update

The highly sought-after MXA920 Ceiling Array Microphones, MXA710 Linear Array Microphones, and the IntelliMix P300 Audio Processor are now back in stock and shipping!

If you've been on the lookout for top-notch audio solutions to enhance your collaboration spaces, wait no more! The Microflex Ecosystem offers unparalleled performance and crystal-clear sound, ensuring your meetings, conferences, and presentations are nothing short of exceptional.

The MXA920 Ceiling Array features Automatic Coverage™ technology requires no setup yet gives you precise control of audio capture if desired. With next-generation array architecture for enhanced directional pickup and more natural speech, the MXA920 ceiling array microphone is easy to use and quick to deploy for AV conferencing, camera tracking, voice lift, or sound reinforcement.

The MXA710 Linear Array provides high quality audio capture for AV conferencing without sacrificing aesthetics of today's modern spaces. Save time on deployment with seamless connectivity to the broader Shure networked systems product ecosystem.

The IntelliMix P300 Audio Processor streamlines the audio experience for every discussion. Fixed architecture provides simple setup, requiring less DSP programming and commissioning time. Multiple connectivity options allow for seamless integration with Shure conferencing microphones, laptops and even mobile devices.

Experience the Microflex Ecosystem and elevate your communication and collaboration today. No more delay or compromises.

Learn more here.

SHURE
SOUND EXTRAORDINARY

Liberty

AVoIP

Deliver the best AV experiences using standards-based products and infrastructure at a competitive price. 6000 Series SDVoE transceivers simultaneously encode/decode - only one endpoint to transmit and receive content on the network. 6000 is feature-rich, including audio de-embedding, video scaling, video wall processing and Multiview configuration. 6000 Series wall plates offer HDMI/USB over IP active switching and extension to integrate and control video and UC peripheral devices. Setup, management, and control are simple using the web-based Arranger Wizard – absolutely no programming.

Interoperable 1000/2000 Series H.265 streaming and 5000 Series 1G 4K60 models also available. All products are in-stock and shipping.
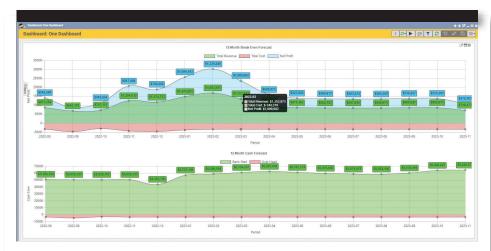
Jeron Electronic Systems, Inc.

Your Made-in-the-USA Life Safety Company

Jeron is the manufacturing market leader for UL1069 Listed Provider® Nurse Call Systems and UL2525 Listed Pro-Alert™ Area of Rescue Systems.

Through the years of experience leveraging significant advances in design and manufacturing technology, Jeron offers complete life safety systems of Pro-Alert Area of Rescue and Provider Nurse Call to meet the needs and budgets of facilities worldwide. While Jeron systems are sold globally, Jeron Electronic Systems is still a family run business headquartered just ten miles from where it all began over 58 years ago.

We would like to show you these systems in-person or virtually from our Provider Technology Center.

For more information, please call us at 800.621.1903.

Solutions360

Are you ready to bring your integration business to the next level?
Solutions360 is the leading provider of Professional Services Automation software, creating **'One View' of the Business**

- One solution with real-time information driving one version of the truth
- Managing your company's projects, services, and resources to achieve forecasted and predictable results
- Drives highly predictable revenues, cashflow and profits through forecasting
- Allows for an information driven management approach driving data backed decisions
- Improved visibility into process efficiency to drive increased margins
- Eliminates duplicate data entry, freeing up employees for other tasks and reducing errors
- Automated workflow across all departments
- Real time data-driven interactive dashboards

Solutions360 now has a new tool that will revolutionize the way to plan your business, introducing the One Dashboard. The One Dashboard introduces reliable, highly accurate predictable forecasting. The One Dashboard consolidates all your revenue and cost sources mixed with your project plans to show you the profitability and cash reserves into the future.

The power of the One Dashboard is that it points out the problems in various departments and shows you which lever to use to course correct. This tool changes how you manage and approach planning, it points out surprises along the way. With the One Dashboard your managers can steer your business by the numbers with confidence. It's a game changer for the industry!

Learn more.

SOLUTIONS 360

Introducing Jabra's new Panacast 50 Video Bar System

Our award-winning PanaCast 50 is an all-in-one video bar room system with intelligent AI experiences and an onboard compute for an easy-to-use & engaging meeting room solution.

Imagine meetings that started smoothly and kept everyone engaged from the word go. Now stop imagining it and start believing it, because that's exactly what PanaCast 50 Video Bar System (P50 VBS) is designed to do. It combines our PanaCast 50 video bar, featuring world-leading professional audio and unique 180° field of view, with an advanced Android processor, for future-ready, no-laptop-needed instant collaboration.

Join Jabra on 9.21 for more information on this new product!

September Channel Webinar:
Exploring Enhanced Video Collaboration
with Video Bar Solution on Android

Sharp/NEC

New Multisync® E Series Displays Feature Sleek Design with Workspace Essentials at a Cost-Conscious Price

Sharp/NEC announced the launch of the new MultiSync® E Series displays that will provide corporate customers flexibility in their work environment and present the reliable performance you expect from Sharp/NEC, with a very competitive price. NEC's E Series displays feature ergonomic functionality, future-ready design with 3-sided ultra- narrow bezels, internal speakers and VESA mounting capability for arms and wall mounts. The new connectivity options and design make these displays ideal for multi-monitor applications, perfect for side-by-side usage in both landscape and portrait orientation.

Learn more here.

BZB Gear

BG-4K-VP and BG-4K-VPPRO Series

The BG-4K-VP and BG-4K-VPPRO series combine a 4K matrix switcher, video wall processor, and multiviewer for AV pros. With HDCP compliance, diverse control options, and 4K@60Hz 4:4:4 support, seamless source transitions are ensured. The BG-4K-VP series is available in 4x4 and 8x8 models while the BG-4K-VPPRO series offers 4x4 and 9x9 configurations along with Power over Cable and signal extension to 70 m (230 ft) via CAT cables. HDMI audio with Dolby 5.1, DTS 5.1, and analog audio extraction elevate the experience. The free proprietary BG-SWITCH-CONTROL app empowers control on iOS, Android, and Windows. Your ultimate AV solution—condensed and efficient!

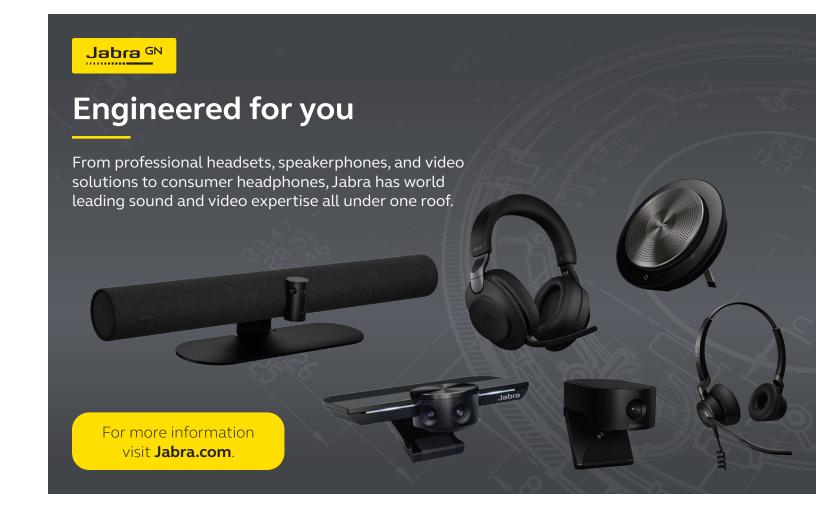**Learn more at bzgear.com**

Axis Communications

Offer Your Customers an End-to-End Solution You Can Count On
From a single pane of glass, you can monitor, maintain, and control your clients' security systems using Axis Communications' VMS, access control, network audio, analytics, and cameras. Axis' end-to-end security solutions are designed to integrate seamlessly together, reducing response time while providing complete control across the street, across town, or across the globe. We're with you all the way from system design to technical support so you can rest easy knowing you won't be wasting valuable time on the phone with multiple vendors should an issue arise. You can reduce customer visits and increase profitability per project by installing a solution that is optimized to work seamlessly together and adapt to your customers' needs with the ability to start small and expand their solution in the future.

Learn how you can offer more with an Axis end-to-end solution:
or call **800-444-2947** to connect with your local Axis representative

Hotel Fiber Upgrades Don't Have to Disrupt Operations

Despite the many benefits that fiber brings to hotel environments, many venues put fiber upgrades off for years—or as long as possible—even when their existing infrastructure holds their networks back and doesn't meet guest expectations for connectivity or bandwidth.

Why? Because upgrading from copper systems to fiber systems isn't always an easy task—especially in a hotel. Fiber upgrades can create major inconveniences and disruptions for staff and guests. Even when you plan ahead, work in sections and schedule quiet hours, disturbances are bound to happen.

Public spaces may need to close temporarily or reduce their hours, which creates frustration for guests who want to use those amenities. The presence of dust, noise and exposed building materials can negatively impact perceptions and experiences.

That's why we created **OptiTuff™ Mini Fiber Cable**. It disrupts the way hospitality environments operate—in a good way.

OptiTuff Mini Fiber Cable falls into the same performance category as metal armored products, but it isn't a metal armored cable.

Now's the time to rethink digital infrastructure—and fiber upgrades are a good place to start.

Learn more about how Belden can be your **single infrastructure partner** for your next hospitality project.

Learn more here.

BELDEN

Cornell Communications

New Voice/Visitor Video Call Stations

Cornell Communications, a leader in senior care nurse call technology, has started shipping new resident voice and visitor video call stations. These features enable both greater staff efficiency and community safety by sending resident voice and visitor video directly to staff WiFi-enabled iOS and Android *InFORM™* handsets. Based on the needs of today's Senior Care customer, *InFORM I A Mobile* has expanded well beyond simple alert notification to a platform that can support a range of advanced features designed to improve operational productivity and enhance resident and staff satisfaction, safety and retention.

Learn more at www.cornell.com

Jetbuilt

Introducing Bid Processing

Jetbuilt has introduced Bid Processing, empowering integrators, consultants and end users to manage their project bidding and evaluation process within Jetbuilt. Bid Processing, the latest enhancement in Jetbuilt's "Bridging the Silos" initiative, creates a resource for integrators to efficiently respond to each bid request while helping end users accurately and efficiently evaluate bids.

Bid Processing was built to accelerate the current bid evaluation process. Jetbuilt, in partnership with AV User Group, collaborated with end users and designers at the world's leading corporate entities to better understand their current process for requesting and evaluating bids.

Learn more here.

"It takes just one technician and one hour of time, instead of two technicians and multiple hours."

Jason White, National Lead
OR1 Product Deployment, KARL STORZ

CLEERLINE SSF   STORZ KARL STORZ—ENDOSKOPE

Cleerline

Speed and Safety in Healthcare Settings

In the high-stakes world of surgical settings, precision and speed aren't merely advantageous – they're indispensable. For KARL STORZ, a global medical device equipment manufacturer and distributor, ensuring the rapid and accurate installation and servicing of critical endoscopy and surgical instruments is paramount. However, the challenges of handling extensive pre-terminated cables during installations and managing worn cables necessitated an innovative solution.

Enter Cleerline SSF™ fiber – KARL STORZ's adoption of SSF™ fiber has led to remarkable results. Installation and servicing times have been significantly slashed, while workforce training processes have been expedited. Technicians have mastered the termination process within minutes, benefiting from Cleerline's instructional videos and the hands-on training provided by Cleerline's Academy Level 2 course.
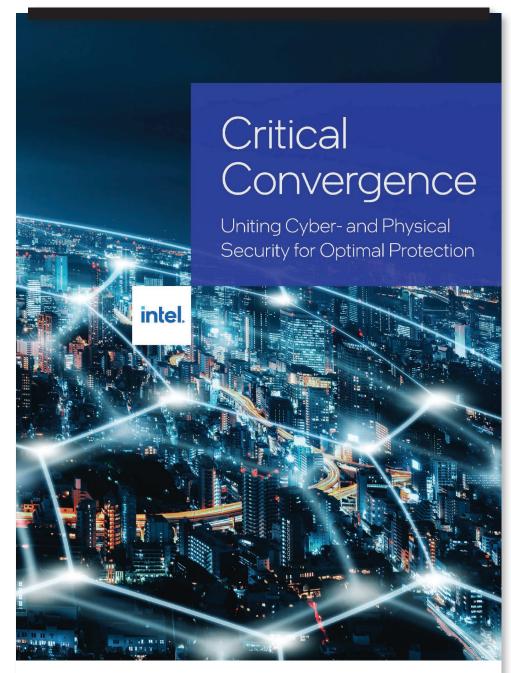
With SSF™ fiber in their toolkit, KARL STORZ has streamlined their service procedures and reducing fiber failure service times by an impressive 75%. Notably, the elimination of excess cable storage has not only saved time and costs but also maintained strict code compliance.

SSF™ fiber's unparalleled strength has facilitated its use in tight medical spaces, bolstering signal integrity even under challenging conditions. The seamless training process has empowered technicians and reduced service tickets, demonstrating its effectiveness in enhancing workforce capabilities.

From expediting service to upholding safety and simplicity, SSF™ fiber offers KARL STORZ a competitive advantage. Its versatility is a breakthrough solution for medical device and healthcare equipment manufacturers, promising streamlined installations and services.

For more information about Cleerline Technology Group visit **cleerline.com**.

CLEERLINE TECHNOLOGY GROUP

Lencore Acoustics

Noise Management Video

Lencore Acoustics unveils an insightful Noise Management Video. This comprehensive video resource delves into cutting-edge solutions for optimal acoustic environments. From corporate offices to healthcare facilities, the video showcases real-world applications that enhance productivity, privacy, and overall well-being. Lenore's commitment to advancing acoustic excellence remains unwavering, setting a new standard in the industry.

Watch the video here.

Sound Control/SCT

RemoteCamUSB2E

Introducing the NEW RemoteCamUSB2E solution from SCT! This solution supports USB PTZ cameras requiring USB and UVC/IP control. SCT extends power (12V, 5V or Passive PoE), control, audio and video up to 100 meters over a single CAT cable. Ethernet steaming video is supported on 100/1000* capable devices. Pair your camera with our custom on-wall, in-wall recessed, ceiling and VESA compatible camera mounts. A simple and clean mounting solution that hides the SCT Camera-End module and provides cable management.

Find your perfect solution here.

Intel

It is challenging in today's threat environment for organizations to have a sustainable, effective security posture in which physical security and cybersecurity are separate. These domains are two sides of the same coin—and the convergence of the two is the future of the security landscape. **Learn more now** in the Physical- and Cybersecurity Convergence eBook developed by Intel and Credo Cyber."

#cybersecurity #womenincybersecurity #criticalconvergence

Sennheiser

TeamConnect Bar Solutions
Sennheiser, the first choice for advanced audio technology that makes collaboration and learning easier, has entered the unified communications A/V bar market with the most flexible all-in-one devices for small and mid-sized meeting rooms and collaboration spaces, TeamConnect Bar Solutions. The TeamConnect Bar Solutions are scalable, all-in-one conferencing devices, designed to meet modern meeting demands with built-in camera, microphones and speakers. With options for small (*TeamConnect Bar S*) or mid-sized (*TeamConnect Bar M*) meeting and collaboration spaces, the TeamConnect Bar Solutions easily integrate with your favorite meeting platform and can be further enhanced with other compatible products, including those from Sennheiser.

TeamConnect Bar S
The TeamConnect Bar S is the most flexible all-in-one device for small meeting rooms and collaboration spaces. The TC Bar S features 4 microphones and 2 speakers to deliver Trusted Sennheiser Audio Quality to every meeting. The TC Bar S is a true problem solver with benefits like easy setup, brand agnostic integration, easy management & control, high video quality, security and sustainability.

TeamConnect Bar M
The TeamConnect Bar M is the most flexible all-in-one device for mid-sized meeting rooms and collaboration spaces. The TC Bar M features 6 microphones and 4 speakers to deliver Trusted Sennheiser Audio Quality to every meeting. The TC Bar M is a true problem solver with benefits like easy setup, brand agnostic integration, easy management & control, high video quality, security and sustainability.

Learn more here.

How to Create
A REPEATABLE TECHNOLOGY REFRESH CYCLE

Your guide to creating a repeatable technology refresh cycle with technology financing.

Did you know that it's possible to get 80% or more of your clients to refresh their technology on time? GreatAmerica Financial Services' Ian Pugh did it—and this article explains how.

Let's rewind about 10 years. Before joining GreatAmerica, Ian was a sales executive at a unified communications company before he was promoted to lead the sales team. In his role, he was able to help 80% of clients refresh their technology when he recommended it. How? He structured his sales process so that the client expected an upgrade when it was time.

And he relied on **technology financing**.

3 Strategies to Bring Value to Customers at Equipment End-of-Life

If your customers understand and agree to periodically examining their technology upfront, it makes the conversation about upgrading much easier. They already know it's coming, and they're excited to hear what new tech might be in their future. Let's take a look at the three most popular strategies when customer equipment is at end-of-life.

1. Renewals

The first option is renewal. Sometimes, it's best to play the waiting game and go with renewals. They:

1. Allow you to keep your customer.
2. Protect you from losing them to the competition, especially if you've created a game plan for when the refresh or upgrade is coming.
3. Provide a share of renewal income, which is generally more profitable since the normal equipment contract has ended.

This approach is best when your customer is not ready to make any changes to their current environment. This means the customer's equipment—and the way they pay for it—continues without any changes, even if their contract reaches the end of its term. Usually, renewals eventually lead to either a refresh or upgrade.

This approach also buys time. If they haven't decided what to do yet, customers can simply continue to consume their current technology just like they have been. Maybe they don't have the time, energy, or funds to do anything different. This gives them time to evaluate the right move. Maybe they're moving buildings in six months, so they'd rather wait. Perhaps there's a new widget you know they would benefit from, but it won't come out for a few months. Or, as we mentioned before, new technology simply won't improve their business much, so it's better to wait until a better option arrives.

2. Refreshes

Refreshes are a great option. They let you provide value to the customer by assessing their environment and helping them grow. This also helps you stay relevant to your clients, since you're still providing innovation. With re-financed assets and technology, you're extending their term and locking them in longer, which is usually a perfect opportunity to extend your managed services, if applicable.

Refreshes are one of the most common strategies because they allow customers to keep some of the current technology, while returning what doesn't work to get new pieces. Your customers can keep the equipment that still provides value, while adding innovation into their solution to drive new business value, improvement, and efficiency. The refresh option will also keep the monthly payment close to the same—or even less than they were paying before!

3. Upgrades

The third and final option is an upgrade. An upgrade involves returning all rented technology and replacing it with new assets. Because this is a more involved process than either of the first two options, you need financial or operational benefits compelling enough to warrant a full upgrade.

It's a great opportunity to give your customers a fresh start. Monthly payments will probably be similar to what they were before, so their budget won't feel unnecessary stress.

Think of it like leasing a car: When your lease term is up, you can go back and refinance to buy the car you've been leasing. Or you can get a new car for roughly the same amount you were already paying monthly.

Positioning a Technology Refresh to Your Clients

Back to the story about Ian's success. As we mentioned, he focused his sales process on tech refreshes. He talked about refreshes as a benefit to customers early and often. The value a good partner brings is understanding and educating how innovations will make a positive impact on the customer's business.

To do that, you must know your customer's business. You need to know how they use their current technology, as well as what's new or different since the last time you installed their tech. Tell them: "It's our responsibility to understand what has changed in technology, and it's your business to find out if there if there's the opportunity to expedite your growth and success."

You should offer to periodically examine their current technology environment and compare it to the latest and greatest. When making that comparison, ask if the newest innovations would do any of the following for your customers:

- Increase revenue
- Decrease cost
- Improve the customer experience
- Improve the employee experience

If the answer is "yes" to any of these, then it would make sense to discuss a potential refresh or upgrade. If not, a renewal may be the best option until there is a new feature or technology that warrants a refresh. You don't want to sell customers things they don't need.

3 Common Mistakes in Technology Refresh Strategies

If you want to have successful and repeatable technology refreshes, there are three things you should stop doing.

Mistake 1: Selling Technology Outright to Clients

If the customer owns the technology, then they are less likely to upgrade. That means cash sales and $1 buyout leases are the last two options you should offer customers if you want to implement a successful technology refresh strategy. Instead, offer the customer an as-a-service, rental, or a fair market value lease.

Mistake 2: No Refresh Strategy with Clients

Don't accept at face value that their solution still works for them today. Make sure you're asking the right questions and doing the research to find out if their solution is actually still the best fit for them. Show them the value they may be missing out on!

Mistake 3: Wait Until End-of-Life to Talk About the Refresh

The other mistake sales organizations make is waiting until the technology reaches end-of-life to have the refresh conversation. The customer may not know that the technology is coming to end-of-life, but maybe they know that they need some new functionality and turn to Google to get some answers. Or maybe your competitors have been showing up to talk about new features. Be transparent about refresh expectations upfront and often.

Having End-of-Life Strategies for Technology Benefits Everyone

Ultimately, your customers could go into renewals and keep what they have for the same price, opt for a refresh that lets them keep some and get a few new pieces, or get all new equipment for the same monthly payment.

With these strategies, you have flexible options that will fit most situations. You'll be able to control, guide, and predict your relationship with your customers and add more value to keep them happy long-term.

For more tips and a deep dive into this approach, **watch this GreatAmerica Financial Services webinar**. Ian discusses how to position and talk about these three options with your customers and will help you master these end-of-term strategies so that you, too, can get 80% of your customers to refresh their technology in your recommended timeframe.

Watch the webinar now. △

GreatAmerica®
FINANCIAL SERVICES
HARD WORK • INTEGRITY • EXCELLENCE

STAND OUT
in a Sea of Sameness:
The Sales Approach That Guarantees Results

Turn your sales reps into superstars with training that gives them hands-on experience with outcome-based selling. This strategy is your ticket to winning more deals and standing out in a sea of sameness.   By David Trembly

The United States may not be facing a full-on recession, but stiff economic headwinds are on the horizon.

What's your company's plan? Will you hunker down and weather the storm as best you can—or are you looking for a way to turn these headwinds into tailwinds that increase growth and positively affect profits and revenue?

Instead of letting the industry's many sources of vulnerability slow your company down (pandemic, supply chain issues, talent shortages, and the list goes on), you can create lasting stability and value during economic uncertainty.

Deloitte recently studied this very idea. To pinpoint how enterprises thrive during challenging times, the research company analyzed the performance of 500 large-cap public companies between 2016 and 2022. **The results reveal that long-term success comes down to two things:**

1. **Your company's ability to win**
2. **Your company's capacity for change**

Post-pandemic, the business environment changed for nearly everyone. What worked for your salespeople before won't work anymore. In other words: There's never been a better time to embolden your sales team with new strategies.

Your customers don't need support from yet another company that claims to sell, design, and install technology. Instead, they need guidance, advice, and a strategic technology roadmap that will steer them toward meeting their targets and KPIs.

And you don't need a whole new team or more people to offer this level of support to your customers. In fact, if they receive the right education and training, the salespeople you have right now can take on the role of coach, consultant, mentor, problem-solver, and advisor. This sales approach is called **outcome-based selling**. To make it happen, your team just needs a little help getting started.

Are You Selling What Matters?

How have your salespeople been trained to convey value to a prospective customer?

Are they reviewing and highlighting product benefits or emphasizing your company's history and expertise in technology? More than likely, they are—and you've probably noticed that those strategies aren't getting them very far.

Instead of talking about products, solutions, and benefits, your sales team should be focused on creating business outcomes for clients. That's what outcome-based selling is all about. It allows you to focus on buyers as people so you can understand their pain points, their problems, and the effects of these problems on them, their company, and their own clients.

Most integrators haven't transitioned to an outcome-based selling model yet. Many are still relying on the traditional sales strategies they've used for years, which are focused on technology and price. Others in the bid market are simply waiting for customers to call them, which is reactive.

In an increasingly commoditized environment, making the change to lead with a proactive, outcome-based selling approach is one way to set your company apart amid economic uncertainty.

Outcome-based selling prepares and empowers your sales team to:

- Eliminate customer objections before they get in the way
- Identify the right kinds of customers—and how to talk to them
- Lead discussions focused on outcomes and ROI, not price
- Lose deals you won't win anyway early
- Create technology roadmaps for customers
- Be proactive about creating opportunities and helping customers overcome challenges

If you want to stand out and win more deals, then making this change to your sales strategy is the way to do it.

Remember: Companies that successfully navigate uncertainty are able to win, and they're able to implement change.

revenueify

Outcome-Based Selling Can Be Your Secret Weapon

How much have you invested in training and professional development for your sales team? The skills they need to do their jobs are just as valuable as the skills needed by your project managers, installers, engineers, and technicians.

Although there are plenty of sales training opportunities to choose from, there hasn't been a great program tailored to the unique needs of integration sales professionals—until now.

We created a 12-month certification program—the REVUP Achiever outcome-based sales training program—that helps your salespeople transition away from traditional sales methods and get results through outcome-based selling. After gathering for one day in person, the rest of the training is done virtually over the span of a year through a combination of group sessions and one-on-one work with our coaches.

REVUP Achiever sales training started as a custom education program we created for a leading integrator's sales team. After receiving such positive feedback and seeing the fast, impactful results that company experienced, we decided to make the training available to other NSCA members, too—and at a discount.

Instead of pushing products or asking clients what they need, your sales team will learn how to use an outcome-based selling strategy to help clients achieve a specific business goal, whether it involves increasing their market share, maintaining uptime, or finding and developing good people.

They'll get to engage with other sellers throughout the United States who don't compete with each other, creating an environment where they learn not only from us, but also from each other.

The REVUP Achiever program is unique in many ways, but here are a few of the highlights:

- The program is **part sales training, part sales management:** We train your sales team and act as their personal coaches, helping them manage and respond to the experiences they encounter in their day-to-day work.
- It's a very low-cost investment that offers an **incredibly high ROI, with returns of up to 275%** or more.
- You gain a better understanding of each member of your sales team through **DiSC assessment reports**.
- It's not one-and-done training. It's education that's **built on reinforcement and behavior change** so participants remember what they learn.
- All participants are part of a supportive sales community where they can meet new colleagues, ask questions, get feedback, **learn what works (and what doesn't) from other salespeople**, and try new tactics.

So far, participants have seen fantastic results from the REVUP Achiever training program:

A staggering increase of 50% in win rates on quoted opportunities
A surge in margin per sales rep of 15% to 20%
A significant 30% reduction in sales team turnover

Learn more about REVUP Achiever training. The next program begins in October 2023. To sign up at the special NSCA rate, contact NSCA Director of Business Resources **Mike Abernathy**. ⌂

*David Trembly is vice president of sales enablement at NSCA Member Advisory Councilmember **Revenueify**.*

Enhance Profitability of Your AV Projects

BY INCORPORATING NETWORK VIDEO & ANALYTICS

With network audio, video, and analytics, you can create a powerful solution that differentiates your business from other integrators. These offerings can strengthen your partnership with your customers as the preferred vendor for all their audio security needs.

Become a Trusted Resource for Network Audio, Video, and Analytics

Because your technicians and installers are already proficient in network audio, offering network video is a natural next step. It won't take them long to become skilled in network video installation and maintenance. So why not take advantage of the fact that they're already onsite? Most reputable manufacturers offer a variety of tools and technical support to rapidly elevate your team's expertise. For instance, there are training courses, installation video tutorials, webinars, and free consulting and design support.

As you evaluate manufacturers, look for those that offer these tools and support. Also look for cameras with built-in analytics, such as object detection, motion detection, and object-based classification. Cameras with analytics can classify humans and vehicles. You can choose to trigger audio messages based on an "object in area" and "line crossing" and based on objects that are "dwelling in an area for a long period of time."

Sell Your Customer on the Added Value of Network Video and Audio

Network video and audio can provide value across the organization depending on how they are used. Which justifications resonate most with your customer will depend, of course, on the type of business they run. Here are some ideas worth exploring with your customers:

Retail: Coupling intelligent audio with surveillance cameras and video analytics could help a retailer be more proactive about customer service, stockturns, reducing shrink, and increasing sales. When the cameras detect lengthy lines at the registers, they could automatically trigger a page for more cashier assistance or direct customers to a newly opened checkout lane. When sensors detect near-empty shelves or racks, the audio system could automatically page staff to restock merchandise so that the store doesn't lose sales.

Intelligent audio and video could also deter pilfering. If a camera or shelf sensor detect a large quantity of product being removed all at once, it could trigger a message to employees that customer assistance is required in that specific area.

Healthcare: Network video and audio can play an important role in curtailing workplace violence and improving patient care, especially when integrated with audio analytics that can detect the sound patterns of duress, anger, or fear. Whether in a busy emergency department, a locked ward, or a critical patient's room, intelligent video and audio can be used to alert medical staff to health emergencies, communicate with individuals exhibiting aggressive behavior, and notify security to quickly intercede and de-escalate an incident before anyone gets hurt.

The audio system can be programmed to warn motorists attempting to park in an ambulance lane to move their vehicle elsewhere when a camera detects a car in the no parking zone. Also, audio video and analytics can be used to identify and admonish staff caught illegally exiting through fire doors or propping open doors in restricted areas like pharmacies and operating arenas, which could compromise everyone's safety and security.

Education: Augmenting a school's audio system with analytics can help administrators maintain a safe environment for learning. When you add analytics to the mix, it can even help save lives. For instance, if gunshot detection analytics senses weapon fire, it could automatically trigger a schoolwide lockdown. It could also trigger the audio system to broadcast a pre-recorded message to shelter in place.

If the surveillance cameras detect suspicious loitering outside in the evening hours when school is closed, the integrated network audio system could broadcast a pre-recorded warning to the individual to vacate the premises. Or it can trigger an audio alert to security staff to investigate the situation or call the police.

Opportunity Is Knocking, So Open the Door

You already have a great relationship with your customer base as a trusted security integrator. Why not expand that relationship to include network video and analytics with your network audio installations? It's a great opportunity for your firm to increase its value proposition to your client, garner additional revenue, and show your customer how a complete network solution can help them be more proactive with safety, security, and business operations.

Contact your local Axis representative for assistance at **800-444-2947** or visit our **website** for more information. △

Visit with **Axis** at Pivot to Profit, Oct. 3-4 in Irving, TX.

Audio + video

Add audio, video, and analytics to your building solutions and stop unwanted activity in its tracks!

Catching unwanted activity on camera is great, but instantly putting an end to it is even better. Spoken response through an audio device significantly reduces crime by scaring criminals away before it's too late. Why not add Axis network audio and video to your projects to offer the full potential of these solutions to your customers?
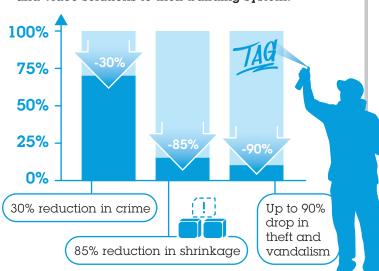
"We see you"

Axis network audio can alert unwanted visitors that they're being watched.

Pre-recorded message   Live callout

With the help of video analytics, you can play pre-recorded event-triggered messages or have a guard remotely monitor your premises. Did your pre-recorded response not have the outcome you expected? Speak live to the scene.

Adding audio, video and analytics provides a complete proactive security solution.

How has this worked for our customers?

Our customers have seen less crime by adding audio and video solutions to their building system.

- 30% reduction in crime
- 85% reduction in shrinkage
- Up to 90% drop in theft and vandalism

What else can network audio, video, and analytics do for your business?

✔ Offer a greater level of public security for citizens and tourists with call-outs in addition to providing assistance in emergencies

✔ Mitigate threats and create a safer working environment

✔ Reduce costly intervention by guards and police

✔ Reduce security measures needed

✔ Reduce costs due to damages and lost goods

✔ Diminish insurance claims and premiums

Axis network solutions are available for a variety of industries and applications, such as retail, commercial, education, smart cities, and more.

For more information about how Axis solutions add value to your customer projects, visit us at www.axis.com/audio

AXIS COMMUNICATIONS

HOW DOMOTZ CAN HELP INTEGRATORS WITH THEIR BUSINESS TRANSFORMATION STRATEGY

Domotz is a SaaS company operating in the IT infrastructure and network monitoring space, serving customers in more than 190 countries.

Our software can be a powerful network monitoring solution for Integrators, with features such as remote power management, instant remote access to devices, VPN on demand, intuitive monitoring dashboard for full visibility, and network diagnostics and actionable reports.

As complexity grows in modern technology, one area in which Domotz can provide integrators with a powerful platform is **remotely monitoring and troubleshooting networks**.

By leveraging the network monitoring and management capabilities of Domotz, integrators can provide a full range of services to their customers. This involves taking full responsibility for monitoring, troubleshooting, and optimizing the network and devices, offering a premium service package with recurring monthly or annual billing.

Additionally, integrators can use Domotz to enhance their security offerings, such as vulnerability assessments, network access controls, and security audits. These security-focused services can be bundled into recurring revenue service packages.

Domotz generates valuable data and insights about the customer's network performance, device health, and usage patterns. Integrators can offer data analytics services to help customers make informed decisions and optimize their network infrastructure, providing ongoing value and generating recurring revenue.

Integrators can offer device management services using Domotz, ensuring that all connected devices run the latest firmware and software updates. This proactive approach to device management can be packaged as a subscription service.

As customers' needs evolve, integrators can offer upgrades and expansions to their Domotz services, tailoring solutions to meet changing requirements. This flexibility creates opportunities for recurring revenue as integrators provide ongoing support and enhancement services.

Another area where Domotz can play a significant role is in **enhancing cybersecurity hygiene** for networks and connected devices.

Domotz provides real-time monitoring of network infrastructure, including routers, switches, and access points. Integrators can leverage this capability to identify potential security vulnerabilities, suspicious activities, and unauthorized devices connected to the network. By proactively detecting and addressing security issues, integrators help their customers maintain a secure network environment.

Additionally, Domotz can perform regular vulnerability assessments on the network to identify weaknesses and potential entry points for cyberattacks. Integrators can use this information to recommend necessary security measures and updates to mitigate risks and ensure a higher level of cyber resilience for their customers.

With Domotz, integrators can remotely manage and troubleshoot connected devices on the network. This can include IoT devices and other critical infrastructure. Through remote management, integrators can ensure that these devices are up to date with security patches and properly configured to minimize security risks.

Integrators can set up network access controls and segmented VLANs (virtual local area networks) to isolate critical systems and restrict unauthorized access. This capability enhances the overall security posture of the network, reducing the chances of lateral movement in case of a breach.

Domotz helps integrators follow and improve upon the **Center for Internet Security (CIS) Controls**. CIS Controls are a cornerstone of all security frameworks. Our network monitoring software enables your organization to meet certain safeguards associated with various CIS controls. By incorporating Domotz into their service offerings, **integrators can provide their customers with comprehensive cybersecurity solutions** that protect their networks, data, and connected devices.

As a result, integrators can expand their offerings beyond traditional installation and maintenance services, positioning themselves as trusted partners in safeguarding their customers' digital assets and business operations. Emphasizing the importance of cybersecurity hygiene and offering solutions to address these concerns can be a compelling value proposition for existing and potential clients, leading to increased customer satisfaction and recurring revenue opportunities.

Visit with **Domotz** at Pivot to Profit, Oct. 3-4 in Irving, TX.

In conclusion, **Domotz offers integrators a comprehensive solution to address market challenges**, enhance customer service, and increase profitability. If you are an integrator, Domotz is the solution for you:

- Reduce costly truck rolls
- Deliver outstanding customer service
- Rely on solid system uptime and stability
- Easily monitor many distributed locations
- Implement your recurring service strategy
- Dramatically improve the productivity of your team
- Work efficiently with real-time and automated monitoring
- High security standards to protect your customers
- SOC 2 compliant

By providing an affordable network monitoring solution, Domotz can help integrators overcome market challenges and increase profitability. With a network monitoring solution well-rounded in all areas of modern networking, Domotz can help streamline IT operations and increase efficiency while ensuring that security and the systems associated with the networks are properly maintained. △

Unleashing Business Potential:

How Powersoft Unica and Universo Empower Integrators for Sustainable Growth

As the business world continues to evolve, integrators are tasked with staying ahead of the curve in terms of technology and offerings. One of the biggest challenges they face is finding solutions that not only meet their customers' needs but also provide opportunities for recurring revenue and profitability.

As a leading provider of innovative solutions, we at Powersoft offer the tools and resources they need not just to survive but thrive in this ever-changing landscape. Our solution is designed to empower integrators with cutting-edge technology that will enable them to provide unparalleled value to their customers and stay ahead of the competition.

This is where Unica comes in.

Unica is a single versatile platform that offers a range of power options, functionalities, and networking capabilities, making it ideal for both background music and performance venue applications. Sound quality, consistency, efficiency, quiet operation, power density, PoE operation, integration, and easy amplifier replacement. These are just some of the features that make Powersoft's Unica amplifier stand out from the crowd. Moreover, specifying amplifiers from a single product family that can cover a wide range of SPL requirements results in a tidier rack and a straightforward user experience.

But Unica is more than just an amplifier platform. It also includes Universo, the Powersoft cloud that allows integrators to monitor their entire audio system from a single interface, accessible from anywhere.

So how can Unica and Universo help integrators with their business transformation strategy? Let's take a closer look.

One of the most significant advantages of the Unica and Universo pairing is the opportunity for recurring revenue. By providing high-quality service and adhering to a robust Service Level Agreement (SLA), integrators can build long-term relationships with their clients and foster customer loyalty, further strengthening their position as trusted advisors in the industry.

This optimized synergy between the amplifier and the cloud service results in improved customer satisfaction that can lead to a steady income stream and long-term profitability.

Powersoft YouTube Playlist **"Unica in a Nutshell"**
powersoft.com

In addition, by combining Universo and Unica, one can harness the constantly evolving capabilities of this system, ensuring a competitive edge. This integration empowers integrators to proactively recognize and propose upgrades, thereby creating additional revenue streams from their current client base.

Unica and Universo also offer integrators the opportunity to expand their offerings and solve new business challenges for their customers.

With a range of power options, integrators can customize their solutions to meet each customer's unique needs, whether they require background music or a full-blown performance audio system. In spaces requiring multiple audio zones and various SPL, such as airports, theme parks, stadiums, and arenas, integrators can use Unica amplifiers with multiple channels instead of having to think about a mixed solution of different devices: this allows each zone to be customized with its own volume and EQ settings, providing a tailored audio experience for each space. At the same time, integrators, achieve greater consistency in their installations by specifying amplifiers from a single product lineup offered by the versatile Unica platform. This consistency is vital for users who need to set up sound systems quickly and efficiently, without worrying about compatibility issues.

Universo also provides integrators with real-time insights and the ability to manage and quickly inspect the signal flow of the devices without having to be on-site. They can also share access to the various sites they manage with their customers, thus allowing them to have an at-a-glance view of the status of each amplifier. This means ensuring transparency and allowing clients to derive information autonomously without special technical knowledge. This also effectively reduces costs related to on-site visits and streamlines the installation and maintenance processes.

Thanks to the renowned reliability of Powersoft's products and Universo's ongoing commitment to expanding its potential with new features and functionalities over time, this solution truly empowers integrators to overcome market challenges and differentiate themselves from competitors. By being able to serve diverse industries and applications, they can now tap into new business opportunities that address a wider range of market segments and consequently increase their profitability.

In a nutshell, through customized solutions, remote management capabilities, and a focus on reliability and innovation, Powersoft's Unica and Universo enable integrators to excel in the dynamic realm of the pro-audio industry, maximizing profitability, delivering exceptional value to their customers and, as a matter of course, driving human audio experience. △

Visit with Powersoft at Pivot to Profit, Oct. 3-4 in Irving, TX.

DRIVING
HUMAN
AUDIO
EXPERIENCE

Powersoft

GROW YOUR BUSINESS WITH UNICA AND UNIVERSO.

Unica represents the next-generation amplifier and processing platform designed to deliver unmatched performance and flexibility. It combines high-quality amplification with advanced Digital Signal Processing capabilities, providing users with exceptional sound reproduction and control.

Unica seamlessly integrates with Universo, Powersoft's groundbreaking cloud service, to elevate audio experience to new heights.

Universo empowers you to monitor devices remotely and manage projects created on ArmoníaPlus software through an intuitive dashboard accessible from any device.

1U | 4 OR 8 CHANNELS | RECYCLING ENERGY | PoE+ | DANTE EMBEDDED | DSP ON BOARD | 3rd PARTY CONTROL & MONITORING | AUDIO NETWORK | ROUTING CHANNEL | POWER SHARING | SAFETY RELIABILITY | A+ ARMONIA

universo

UNICA

The New AV Ecosystem:

Creating Better Spaces for Employees

Pivot to Profit is all about helping integrators evolve and with that comes understanding this new AV ecosystem.

Whether in business, education, or government services, many knowledge workers got used to their familiar work-from-home room set-up over the past few years. The goal now is to accommodate those remote offices into a corporate network, recreate the safe and productive feel of those environments, and start offering corporations new and better spaces that can create efficiencies, enhance productivity, and foster collaboration that lets employees contribute to a company's success.

These top best practices are emerging among companies taking AV to the next level:

- ### Design AV hardware/software ecosystems for system agility.

  AV system success – from the "room" to the enterprise – is all about hardware/software systems that can be easily updated with minimal impact with new features and newer API architecture. Does your customer's AV system allow for easy updates that are fine-tuned for a constantly changing mix of remote and in-person workers? An AV system will be too locked into outdated platforms without nimble and software-agile products that can be updated at any time for workers' changing needs. For example, are they empowered with one-click, full-definition video sharing while in a web conference? Is the system integrated with solutions that increase efficiencies, increase compatibilities, and decrease downtime and frustrations? Does the system allow users to share video on different screens in the room? This is about new-generation APIs (application programming interface) that let software platforms "talk to" other software platforms more seamlessly.

  Today, Sony is helping AV system users avoid being locked into hardware or software solutions that lack flexibility. For example, BRAVIA Professional Displays – with the more network-friendly, non-proprietary Android OS – go way beyond great display technology and have paved a way for better API support, seamless integration with all videoconferencing platforms, and better enterprise management. Plus, the integration with solutions from our alliance partners delivers flexible and powerful collaboration options.

- ### Fine-tune your rooms with data analytics.

  Don't underestimate the importance of AV data analytics that let stakeholders fine-tune systems and workflow processes going forward. We've all heard the phrase "everything is a device on a network," implying that all AV gear is now network gear. But that comment usually is referencing the *push* of video and other data out to all those nodes on the network and edge devices. More important is all the data that should be *coming back* from all those data collectors to store in a data lake or in the cloud and then use to analyze how efficient workplaces, business processes, and AV systems are. In fact, the cloud is about generating *more data*, more efficiently (and more securely) and then giving that data back. The goal of all that data should be to get data feedback and reporting from all parts of the AV ecosystem so that analytics can then help fine-tune the systems for better efficiency and even better *flexibility* going forward. Sony's Device Management Platform lets you connect, control, and update a BRAVIA Pro Display network with ease and remotely manage any number of devices – in real time. For AV integrators and sophisticated end users, data on technology usage, collaboration results, and internal productivity trends and patterns is one of the greatest benefits of AV systems – when they're designed right.

- ### Create better audio experiences for your team.

  When putting together better rooms, never take the "A" in AV for granted. Audio is a critical component for better collaboration and display-based communication experiences. New best practices empower every participant or viewer to experience the same great sound. What's brought audio to the forefront again for the design of better spaces? Recent advances in DSP (digital signage processing) that enable new-generation line array configurations. Case in point: Sony's new SLS-1A Powered Line Array Speakers for installed AV harness recent breakthroughs in beam-steering and DSP in the best concert sound systems. Further, companies such as Crestron, Kramer, and others, are leveraging these breakthroughs in their new product design. The result: A better audio experience for every participant in offices, meeting rooms, classrooms, cultural venues – all spaces that today need better audio but have presented audio configuration and installation challenges in the past.

How does an AV system adapt to your customer's goals? To their workforce? Can it provide data to let them know whether spaces are being optimally utilized? Is an AV ecosystem allowing all stakeholders to make better decisions? Design for agility and flexibility, and it will do that and more. ⬠

Visit with **Sony** at Pivot to Profit, Oct. 3-4 in Irving, TX.

Meet the Board

Get to know the new class of NSCA Board of Directors, who assumed their roles this summer.

OFFICERS

President
Dan Schmidtendorff   Communication Company
After serving as NSCA vice president, Dan—the president and CEO of Indiana-based Communication Company—was elected president of NSCA's Board of Directors. He also serves on NSCA's Executive Committee to make sure we are committed to serving our members.

Vice President
Dale Bottcher   AVI-SPL
After serving as NSCA secretary, Dale was elected vice president of NSCA's Board of Directors. For several years, Bottcher has been the chair of NSCA's Business & Leadership Conference planning committee. He also serves as the executive vice president of global sales and marketing for Florida-based AVI-SPL.

Secretary
Brad Caron   SIGNET Electronic Systems
Brad, the president of Massachusetts-based Signet, moved into an NSCA officer role after several years of serving on the board of directors. He has also served on multiple committees, including the NSCA Membership Committee, which is committed to reflecting the industry properly and effectively.

Treasurer
Christina De Bono   ClearTech Media
Christina, the president of California-based ClearTech Media, took on the NSCA treasurer role to help NSCA make responsible fiscal decisions that are in the best interests of our members. A tireless volunteer, she has stepped up for NSCA in countless ways since joining the board of directors.

Immediate Past President
Ray Bailey   Lone Star Communications, Inc.
Former NSCA President Ray Bailey, also CEO of Texas-based Lone Star Communications, continues to bring his leadership to the board as immediate past president. He serves on the Leadership Development Council to oversee awards, governance, and board nominations.

BOARD MEMBERS

Michael Boettcher   Edge
A former NSCA president and now president of Edge, Boettcher has been a key NSCA leader for several years. He has served on the NSCA DEI Action Council and works with the NSCA Executive Committee to ensure that we serve our members well.

Kyle Habben   ECC
Since joining the NSCA Board of Directors, Kyle—who is the president of Kansas-based ECC—has been a tireless contributor, helping us amplify our content and resources for other members. He serves as chair of the NSCA Marketing Communications Committee.

Laurie MacKeigan   Backman Vidcom
As the president of Nova Scotia-based Backman Vidcom, Laurie has also served on the NSCA Financial Leadership Council and now takes on roles on with the Business & Leadership Conference Planning Committee and the NSCA DEI Action Council.

Shedan Maghzi   Avidex
As corporate strategic advisor for Washington-based Avidex, Shedan is extremely well suited to evaluate NSCA members' needs and consult with the board of directors on how NSCA can make positive impacts. He also serves on our Membership Committee.

Don Mastro   AVI Systems Inc.
The executive vice president of global sales at Minnesota-based AVI Systems has made a major impact since joining the board. His gift for communication has helped NSCA lead conversations and make members aware of valuable resources. He also serves on the NSCA Membership Committee.

Dan Schmidtendorff

Dale Bottcher

Brad Caron

Christina De Bono

Ray Bailey

Michael Boettcher

Kyle Habben

Laurie MacKeigan

Shedan Maghzi

Don Mastro

LEARN MORE ABOUT NSCA'S BOARD OF DIRECTORS AT NSCA.org

COMING SOON

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