Integrate

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THE OFFICIAL TRADE JOURNAL OF NSCA | WINTER 2022

YOUR SNEAK PEEK at BLC 2023

It's the 25th anniversary of NSCA's Business & Leadership Conference. Here's an inside look at sessions, speakers, and how the BLC Planning Committee chooses topics.

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25 YEARS OF RESILIENCY

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25th ANNUAL

Business & Leadership CONFERENCE

FEB. 28-MARCH 2, 2023 • IRVING, TEXAS

Plus: Supply chain survey reflects integrators' realism

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TOM'S COLUMN

Our Supply Chain Mindset
Entering 2023

NSCA surveyed integrators to better understand the actual impact of supply chain challenges and their outlook on overcoming them. *By Tom LeBlanc*

It's obvious that the supply chain has been problematic (to put it lightly) for the integration industry. As a trade association that prides itself on helping members overcome business challenges, this puts NSCA in a tough situation, too. We want to help, but there's no flip-a-switch solution to the global supply chain problem.

Back in August, the NSCA Board of Directors advised the association to focus on risk mitigation. One result is ***Supply Chain Risk Mitigation Strategies for Integrators***, a collaborative paper packed with best practices from board members, NSCA Member Advisory Councilmembers, and other thought leaders from the NSCA Community.

Another result is ***Risk Mitigation Strategies for the Supply Chain***, an NSCA/*Commercial Integrator* webinar featuring NSCA Board Member Dale Bottcher of AVI-SPL, Tina Peters of SVT, and NSCA's Mike Abernathy. The group talked with *Commercial Integrator* Editor Dan Ferrisi about real-world steps integrators can take to reduce risk and protect profitability.

Although NSCA tries to take a unique approach to helping integrators, we're aware that the market (and the world) is saturated with supply chain content and discussions. A good next step, we figured, would be to take the pulse of the industry to better understand how the supply chain is impacting business and the biggest concerns entering 2023.

> In terms of risk mitigation, the most effective steps seem to be designing around component shortages, invoicing customers for equipment derailed by the supply chain, and providing full transparency to customers.

We surveyed 75 integrators on these issues, and here are some key findings:

- 40% of surveyed integrators report no negative impact from supply issues on 2022 sales; 28% say that supply issues had no impact on 2022 profit.
- Integrators impacted most severely are relatively small, located in the East or Midwest, and focused on government work.
- The most effective steps for risk mitigation seem to involve designing around component shortages, invoicing customers for equipment derailed by the supply chain, and providing full transparency to customers.
- The shift from just-in-time to just-in-case inventory is working for some respondents that find success in stockpiling highly demanded solutions.
- The sweet spot for manageable lead times on equipment for customers seems to be three to four weeks.
- Most think the supply chain will reach more manageable lead times in the next 12 to 24 months.
- 44% believe that the supply chain will return to pre-pandemic levels in the next 12 to 24 months; 32% believe it will take two to three years.

Hopefully, these nuggets can help you benchmark your performance and compare your outlook with others in the NSCA Community. Look for more results and analysis from this survey in early 2023.

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

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What We've Planned for 2023 BLC— and Why

The 25th annual Business & Leadership Conference sessions are designed to help integration companies like yours find success in a tumultuous market. *By Tom LeBlanc*

The 25th anniversary of the Business & Leadership Conference (BLC), held Feb. 28-March 2, 2023, in Irving, TX, is occurring at a time when integration companies need support more than ever amid a changing—and challenging—market.

BLC has always been about helping integration companies strategize for future success. Today, the integration industry is at a monumental point. Supply chain challenges are crippling many integrators' ability to complete projects and realize revenue. Inflation uncertainty makes budgeting, forecasting, job costing, and profitability extremely difficult. Escalating labor costs further jeopardize healthy margins. Lingering impacts from the pandemic continue to create workplace and talent management challenges.

NSCA's role in helping integrators through turmoil will be put to the test at the 2023 Business & Leadership Conference. Luckily, we have a 25-year track record of helping integrators improve business resiliency.

Turmoil is nothing new to the integration community—and neither is NSCA's role in helping integrators through it. Throughout the first 25 years of BLC, integrators came together to discuss ways to overcome the recession that followed Sept. 11, the mortgage crisis of 2008, widespread commoditization of solutions, and countless other market challenges. Many integrators in the NSCA community have not only come out on the other side of chaos, but also emerged well-positioned for long-term success.

This annual event is one of the few places where integration leaders can discuss the industry's distinct obstacles. NSCA CEO Chuck Wilson and the BLC Planning Committee carefully selected keynotes, breakout sessions, and speakers to address industry-specific obstacles and provide advice that will help.

The theme of BLC 2023 is "Leadership Matters Now More Than Ever." The conference content is built around the "swim lanes" that integrators need the most help with and the leading thinkers who can bring new perspectives to the industry.

Here's a glimpse of what's in store for attendees at the 2023 BLC:

Topic: The elevated need to empower financial leadership

Sessions: Are you ready to meet a speaker who goes by the name of "Cujo"? Robert "Cujo" Teschner is not only a combat veteran and former instructor in the U.S. Air Force's "Top Gun" program, but also a finance and leadership trainer who will discuss accountability vs. accounting for integrators and run a hands-on financial leadership workshop.

Economist Dr. Chris Kuehl will return as well, with an all-new forecasting-based presentation to help integrators visualize how—and when—variables will shake out.

Topic: Finding leadership focus amid chaos

Sessions: Things are moving fast for integration companies, and it's not slowing down. The leaders finding success are those who are keeping their eye on the ball. Dave Crenshaw, who coaches *Fortune* 500 company leaders on how to regain control and improve the quality of their work while finding balance, will share practical ways to triumph over chaos. The BLC Planning Committee was thrilled to book this in-demand thought leader.

Topic: Transforming yourself into a leader

Sessions: You might remember Dr. Ivan Joseph from BLC 2021, where he delivered a keynote on diversity, equity, and inclusion. This year, he returns to talk to integrators about rediscovering their leadership confidence and scoring themselves as leaders. For integration company leaders who've watched their own self-confidence drop a notch or two during recent tough times, this session will serve as re-energizing inspiration.

Topic: Evolving with customers' needs

Sessions: Although it's a little different than what attendees typically experience at BLC, Wilson will lead a panel discussion about why integrators need to stop selling themselves short. A group of successful integration company leaders will discuss what has led to their achievement over the past 25 years, as well as their plans to sustain success in the next quarter-century.

Meanwhile, Tatyana Mamut, PhD, a Silicon Valley tech leader with success stories at big-name companies like Amazon Web Services, will talk about the importance of creating a culture of innovation to transform your company.

Topic: Improving culture and retention

Sessions: With remote work, escalating labor costs, and environments that breed job-hopping, the BLC Planning Committee designed two breakout sessions about overcoming employee engagement challenges and talent development in 2023. If you're concerned about recruiting and retention, then these workshops will provide industry-specific advice on recruiting and breeding a culture of A-performers.

Topic: Continually striving for growth and success

Sessions: Thriving in this business environment isn't about treading water—it's about winning customers, improving processes, optimizing your team, ramping up profitability, and accelerating success. BLC closes with enthusiastic insights from Ian Altman, a service- and technology-oriented business leader who has become a leading authority on accelerating business growth. His session challenges integrators to shift their focus from price to value and offers actionable steps to tailor solutions that add value.

The BLC Planning Committee recognizes the challenges you'll face in 2023—and this BLC experience will help you improve your focus to overcome these issues. The topics and sessions you read about here are just the tip of the iceberg. To see full descriptions of all sessions and speakers, visit www.nsca.org/blc.

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

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Don't miss the 25th anniversary of NSCA's Business & Leadership Conference, Feb. 28-March 2, 2023, at the Four Seasons Las Colinas in Irving, TX. Register at **www.nsca.org/blc**.

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2023 BLC

Inside Our 2023 BLC Content

Swim Lanes

Insight into how we team with the NSCA Community to identify session topics for the Business & Leadership Conference.

When we invite integration professionals to step away from their business to attend the Business & Leadership Conference (BLC), we understand we're asking a lot. The content needs to be worth the time away.

In 2023, the stakes are even higher. It's not so much the milestone of the event's 25th anniversary that ups the ante—it's more about the members who are hustling so hard to overcome market challenges and run profitable businesses.

Developing BLC content is quite a process. It starts with talking to the NSCA Community, including board members and integration leaders we consult with every day. We try to understand what keeps them up at night and their biggest internal and external challenges. Then, we present our findings to the BLC Planning Committee, which is made up of current board members, past board members, Member Advisory Councilmembers, and other industry thought leaders.

Based on their feedback, the committee identifies what we informally call "swim lanes." These are the areas of focus for BLC keynotes and breakout sessions. The content we deliver needs to provide perspectives and advice beyond what you can find with a quick Google search or in another industry conference or webinar. Often, the BLC Planning Committee encourages us to find leading thinkers and speakers from outside our industry to bring unique perspectives and help us analyze challenges and opportunities through a new set of eyes.

In this edition of your quarterly trade journal, we asked NSCA Board of Directors Members to explain some of the swim lanes that were identified for 2023 BLC content. Read on to learn more.

2023 BLC SWIM LANE:

Finding Focus Amid Chaos

Many integration company leaders are in the same boat, diving into countless priorities without being able to focus on the most important objectives. Here's how one company took a step in the right direction. *By Kyle Habben*

How we conduct business—and our everyday lives—has changed. Consider what was added to integrators' already-chaotic days in the past few years:

- COVID-19 hit
- Inflation struck
- The supply chain completely wrecked strategic and execution plans
- The political landscape impacted professional and personal lives
- Demands for (and of) the workforce shifted

Chaos and potential distraction seem to live behind every door and around every corner. As leaders, we are left to determine which challenge, conversation, or task we should complete next—not to mention our never-ending to-do list with ideas from employees, our personal goals, requests from customers, and day-to-day operations of the business.

"Take a moment (or a few) to step away from the business and identify the one big thing that's holding your business back. We all have at least one. Once you've identified it, roll up your sleeves and dig into [it]."

– Kyle Habben, President of ECC, NSCA Board of Directors

Related 2023 BLC Session

Find Focus in a World Full of Chaos

Presented by Dave Crenshaw

Feel like everything is moving too fast? You're not alone. But there *is* a solution, and it's surprisingly simple. Discover practical ways to regain control of your schedule—and your life—while improving the quality of your work and triumphing over chaos. You'll walk away feeling confident that you can achieve balance and happiness personally and professionally.

It's easy to become overwhelmed as you try to make everyone happy at the expense of what your business needs. Taking on everything at once is where risk begins. With each small distraction, you lose focus and let things get away from you; you're busy, but you're not accomplishing things. You're trying to fix every problem without a specific focus, which can put everything that you and your teams have worked for at risk and leave the company behind where it could or should be.

Inside the Chaos

When I stepped into my role as president at ECC, there wasn't a lack of things to accomplish. With so many ideas about things that could be fixed, updated, changed, or given some attention, our leadership team and employees were excited to get started on the new era. Starting on Day One, we went to work. Each person and department had a long list of things big and small to implement.

As a leader, I wanted to be supportive and execute as many ideas as we could—and, of course, change the world through ECC. As time progressed, each person was doing a little bit of 20 different things; very few were gaining traction or completing their goals each quarter. Over time, team members became frustrated. We were missing important items, becoming distracted with other items, and struggling with prioritization.

I was pulled in several directions while trying to get as much completed as possible, but neither myself nor the team was able to keep up this pace. Each person started the day with too many priorities; no one knew which task on their long list should go first. The items we worked on were focused on the business and our goals, but they weren't always of the utmost importance or aligned with other departments. We were completing dozens of "tasks," but not making meaningful progress.

Then we made one major change. We were going to identify the one big thing holding us back and attack it with everything we had—one small piece at a time, for as much time as it took—and prioritize that one thing above all others.

Identifying the One Big Goal

After four years and really digging into the business, meeting with teams, getting insight from professionals outside the company, and the lessons learned from various initiatives, I knew what we had to focus on to become a healthier, more profitable business.

We shifted our energy and focus to this one main goal. We would have one major theme for each quarter, and all goals would be assigned around that theme, which would push us closer to completing the overall mission.

Instead of five to seven goals, each member of the executive team would have only one or two goals to accomplish during that timeframe with the expectation of 100% completion. Our teams would put their energy into and prioritize this over all other initiatives. They would work within their departments, with other departments, with the leadership team, and with anyone else required to accomplish our goals.

We have found this strategy to be the most efficient way to move our business forward and achieve our goals. Through this focus, noticeable progress is made, and we are truly gaining traction.

Though there are no silver bullets, I do believe there is one key thing you can do to get started. Take a moment (or a few) to step away from the business and identify the one big thing that holds your business back. We all have at least one. Once you've identified it, roll up your sleeves and dig into what truly needs to be prioritized for a major positive impact, whether it's a challenge that your company faces or an opportunity that can change your future.

After you've reflected on this question, bring the question to your teams, get their feedback, and pick your initiative. Once the initiative is chosen, communicate this goal across the organization and align your teams to work toward it weekly, monthly, and quarterly until your focus goal is accomplished.

This is not an easy process. You and your team will evolve with the many lessons learned along the way. Embrace pursuing this goal with your team and stay focused on your future success—and away from the distractions.

Kyle Habben is president and CEO of Electronic Contracting Company (ECC) and an NSCA Board of Directors Member. Chat with him at NSCA's 25th annual Business & Leadership Conference in Irving, TX, on Feb. 28-March 2. Register at ***www.nsca.org/blc****.*

2023 BLC SWIM LANE:

Understanding How to Evolve with Customers' Needs

The tumultuous past few years have many organizations rethinking technology needs, which leaves integrators with a great opportunity to help build community, consensus, and experience. *By Don Mastro*

The pandemic impacted the entire world, but it also opened a window of opportunity for our industry. We emerged running headlong into addressing new technology demands to help the workplace function smoothly.

As employees returned to workplaces, they desired collaboration tools like the ones they used at home: Microsoft Teams, Zoom, and other platforms that are easy to use and support meeting equity. Organizations had to step up to meet these demands for their employees.

Good sellers learned how to respond to prospects and customers, meeting clients where they are in their workplace evolution. In many cases, this meant talking to new chief digital transformation officers or chief experience officers who create today's digital employee experiences. Together, we're enabling a new generation of workers who want flexibility to work from home but also require social workspaces.

Our goal today is to create unique spaces with technology solutions that help build **community, consensus, and experience.**

Building Community

Integrators can help employers build gathering spaces that feel like home. Cafés and common areas offer comfort and allow employees to collaborate freely. Technology options can include hybrid work, soundscaping, and smart workplace solutions employees can leverage to be more productive.

Building Consensus

Integrators can help employers bring their employees together to work on big ideas. Large interactive displays and hybrid "signature rooms" enable in-person and remote workers to collaborate freely and equally.

Building Experience

Integrators can help employers create customer experience centers that deliver "wow" experiences. They combine digital canvases for interactive storytelling with large displays that provide a 360-degree environment.

Related 2023 BLC Session

Secrets to Overcoming the Competition Regardless of Price
Presented by Ian Altman

When faced with competition, even seasoned professionals might not know what to do. It's natural to start discounting in hopes of winning the business. But what if there's a better way? In this session, Ian Altman flips traditional approaches to competition on their head, covering key pillars from his bestselling book, *Same Side Selling*. Based on research conducted among thousands of executives on how they make and approve decisions, you'll discover how to build on existing sales methodologies to shift the focus from price to value and stand head and shoulders above the competition. You'll be able to show your clients why you have a superior solution—regardless of price.

To succeed, you must listen to your customers as they ask for new workspaces. The opportunity is to develop expertise based on trends and demands; to offer a new point of view, plan with key stakeholders, use a proof of concept and pilot approach, and wrap Day Two support services into the package.

Don Mastro is executive vice president of global sales for AVI Systems and an NSCA Board of Directors Member. Chat with him at NSCA's 25th annual Business & Leadership Conference in Irving, TX, on Feb. 28-March 2. Register at ***www.nsca.org/blc****.*

"We're enabling a new generation of workers who want flexibility to work from home but also require social workspaces."

– Don Mastro, Executive Vice President of Global Sales at AVI Systems, NSCA Board of Directors

Related 2023 BLC Session

Cultures of Innovation
Presented by Tatyana Mamut

Not all innovative companies have the same culture. Some are visionary-led and tightly aligned while others are more experimental and collaborative. How do you discover the right innovation style for your organization? Uncover the four cultural archetypes of innovative organizations and the behaviors that all innovative cultures share. Through a short interactive exercise, you'll assess your organization and determine the behaviors you need to build to become more innovative. You'll also explore the four levers you can use to transform your company to become more innovative starting the very next day

2023 BLC SWIM LANE:

Leading Through Turmoil

It hasn't been easy to be at the helm of an integration company over the past three years, but it helps to fall back on core values.

By Christina DeBono

When times get scary—your business pipeline dries up, supply chains freeze, a pandemic grinds the economy to a halt—leaders need to take decisive action to maintain continuity, control costs, reassure customers, and do everything necessary to keep the wheels from coming off the bus.

But here's one thing I've learned: By focusing on triage to the neglect of your core principles, values, and culture, you're only going to make things worse. That panic you feel will become a self-fulfilling prophecy.

The Ties that Bind

In the face of confusion and chaos, we all know the consequences of giving in to panic. What we *don't* necessarily consider are the costs of compromising on our values and cutting corners on our commitment to one another.

If I've learned anything from the challenges of steering ClearTech through three years of turmoil, it's this: Our principles and core values aren't mere "nice to haves." They're the glue that keeps us together and provides the strength we need to remain a team.

During the worst of the pandemic, my leadership team and I made the conscious choice to do everything we could to support our staff and live our values. We saw it as essential to remaining a cohesive, resilient, and viable organization. In a world where so much was out of our control, we could at least remain true to our most deeply held convictions.

Living Our Values

One of our most important values is community. From ClearTech's inception, I felt strongly that we should not operate in a vacuum. We're tightly woven into the larger social fabric, and it's essential—especially in tumultuous times—to remain connected to our community. In ClearTech's case, that meant doubling down on our support of organizations like the Western Service Workers Association and the Commission on Voluntary Service and Action—two longtime partners.

In the past year, we also founded Sustainability in AV (SAVe), the first industrywide, U.S.-based organization to bring stakeholders together to take concerted action to achieve the 2030 Sustainable Development Goals. SAVe will help provide the leadership our industry needs to safeguard the biggest community of all: our planet.

Another principle embedded in our DNA is investment in our people. That means training and promoting from within and providing team members with opportunities to flourish professionally and personally. After all, we want prospective hires to look at ClearTech as a career destination. We're asking them to invest in our company; in return, we have a responsibility to invest in them as well. In so doing, we enhance retention, provide consistency for clients, and continually enhance our culture.

The last value I'll mention is DEI (diversity, equity, and inclusion). Being serious about DEI not only strengthens our communities, but also strengths our company by giving us the benefit of new ideas and perspectives. In fact, we purposefully recruit people from outside our industry to diversify our "gene pool." We love to hire people who have great skill sets, but what we really care about is whether applicants embrace our values and are willing to learn.

It Must Come from the Top

In times of turmoil, it can be tempting to turn your attention away from your core values and principles. But it's my strong conviction that principles, culture, and values matter most during challenging times—because they're what make your company worth fighting for. They're what lead your staff to hunker down with you rather than abandon ship.

When commitment comes from the top, and when it remains steadfast in times of crisis, the rest of the team will take notice. Not only that, but they'll also assume the mantel of leadership as well. Thuy To Chin, our director of operations, told me just the other day that, when she conducts new-employee orientation, a meeting about ClearTech's values, principles, and culture is at the top of the list. I didn't direct her to do this. She took it upon herself to help ensure that every single person on our team understands ClearTech's values—and lives them in their professional life.

This year, ClearTech earned national recognition as one of the nation's fastest-growing integrators of its size. That kind of success was not something we specifically drove toward in our strategic planning. Rather, it was the result of what we did focus on: creating the strongest, most cohesive, and most motivated organization possible by investing in community, supporting one another, and championing diversity, equity, and inclusion.

Christina DeBono is president of ClearTech and NSCA Board of Directors Treasurer. Chat with her at NSCA's 25th annual Business & Leadership Conference in Irving, TX, on Feb. 28-March 2. Register at ***www.nsca.org/blc****.*

"In times of turmoil, it can be tempting to turn your attention away from core values and principles. But it's my strong conviction that principles, culture, and values matter most during these challenging times."

– Christina DeBono, President at ClearTech, NSCA Board of Directors Treasurer

Related 2023 BLC Sessions

Don't Sell Yourself Short
Moderated by Chuck Wilson

To address a long-time request from attendees, NSCA is organizing a roundtable led by CEO Chuck Wilson to dive into answers to hard-hitting questions about why demand for integrators is at an all-time high while profits remain extremely weak. Get ready for a frank discussion about financial leadership and stability, project profitability and the movement toward services, the harm of discounting your work, learning to say no, and balancing the true costs of doing business with perceived value.

How Do You Score Yourself as a Leader?
Presented by Dr. Ivan Joseph

Success begins and ends with self-confidence. Walk away with practical techniques to develop and sustain self-confidence for you and your team. You'll discover how to use the power of positive self-talk to set higher expectations and position yourself as a leader to accelerate your own performance. Dr. Ivan Joseph shares the secrets he uses to help individuals and teams reach goals they never thought possible.

2023 BLC SWIM LANE:

EMPOWERING Financial Leadership

NSCA encourages integration companies to make sure they have the right financial leaders in place in 2023 and empower them. Here's why. *By Laurie MacKeigan*

Now more than ever, we need to remain focused on our financial leadership to make the right decisions to guide our companies through the next year. Inflation, interest rates, possible recession, supply chain challenges, COVID-19, a talented worker shortage and numerous other factors (war, climate change, etc.) are taking their toll on the integration industry and our capacity to manage uncertainty.

On the bright side, demand is coming back, and adoption of our technologies is at an all-time high. In order to not just survive but prosper over the next 12-24 months, we need to keep a very close eye on our finances. As the old adage goes: Revenues are for vanity and profits are for sanity. However, cash is queen! You can't have revenue or profits without strong cash flow.

When I first got into the integration business in 2014, my cash flow situation took up about all my thoughts – day and night! We took many steps to right the ship back then, which involved moving into a smaller space, right-sizing the team, cutting expenses, and increasing the focus on sales and marketing efforts. Slowly but surely, those efforts paid off, and we were able to fix a lot of the cash flow and profitability issues. For the few years before COVID-19 hit in 2020, times were great. But the past couple of years have been more challenging and could get even more difficult over the next couple.

> "In order to not just survive but prosper over the next 12-24 months, we need to keep a very close eye on our finances. As the old adage goes: Revenues are for vanity and profits are for sanity. However, cash is queen!"
>
> – Laurie MacKeigan,
> President of Backman Vidcom, NSCA Board of Directors

Our success in navigating the past few years has been in long-term contracts with some key clients. They provide stable recurring revenue, which is a nice base on which to build other contracts. We have very slowly been building managed services contracts and licensing contracts. We have purposely kept our team very lean and watched employee utilization very carefully. We closely look at every closed project and compare it to the budget to learn what went well and what didn't.

Even when times are challenging, it is important to remain focused on what brings you success. The 80/20 rule is a real thing. We tend to the 20% of clients who bring us 80% of our revenue. We try to stay away from the clients and potential clients who demand a lot of time and attention for not a lot of payoff.

Even in this environment, some business is not worth it.

*Laurie MacKeigan is president of Backman Vidcom and an NSCA Board of Directors Member. Chat with her at NSCA's 25th annual Business & Leadership Conference in Irving, TX, on Feb. 28-March 2. Register at **www.nsca.org/blc**.*

Steps to Improve Your Finances

1. Keep talking to your banker even if things are tough. They know your track record and generally want to talk.
2. Watch employee utilization and budget over/under. Make sure actual time on projects translates into future quotes.
3. Look at every expense line and see if there are savings to be gained. I recently switched mobile phone providers and now have free cell service for a year!
4. Ask clients to take delivery of equipment and pay for it now.
5. Set minimum project sizes and minimum margins you are willing to accept and stick to them.
6. Get outside and get some fresh air! Strong mental health is important for leaders.

Related 2023 BLC Sessions

Economic Outlook 2023 for Integrators
Presented by Dr. Chris Kuehl

Dr. Chris Kuehl uses his crystal ball to look into the future and make predictions about economic conditions, world issues, the political landscape, and more. Discussing how these variables will impact your business—combined with his unique presentation style and insight—is a great way to kick off the 25th anniversary of the Business & Leadership Conference.

Inflation, supply chain shortages, skilled worker shortages, and a decline in commercial office space are all factors that stand to influence your success. This is a vital planning session to help you prepare for what the upcoming years will bring. The session concludes with a performance summary of key indicators, including inflation, job creation, housing, and GDP.

Fostering Accountability: 7 Levers to Improve Profits, Cash, and Enterprise Value
Presented by Mark Fenner, Rise Performance Group

It's been five years since Verne Harnish brought the "Scaling Up" concept to NSCA leaders at BLC. Since then, the market has changed—and 2023 brings unique challenges. Coach Mark Fenner works with Harnish on business growth strategies and provides coaching to many members of the NSCA Board of Directors. In this hands-on, interactive session, he discusses a platform for creating clarify, inspiring alignment, and instilling the routines necessary to scale business, improve profitability, and remove drama. You'll also learn about the seven important levers to improve profits and cash flow.

Managerial Accounting vs. GAAP
Presented by Robert "Cujo" Teschner
Featuring Laurie MacKeigan

Now more than ever, it's critical to use metrics and data to make business decisions. We'll take a close look at how to use NSCA's tools and resources to do this, as well as ways to improve your business intelligence, evaluate the value of your logistics and procurement teams, and financial best practices.

SPONSOR CONTENT

Manager Mistakes that Cause Low Employee Engagement

NSCA encourages members to play a stronger role in talent retention by improving company culture and avoiding these missteps. *By Abe Turner*

Did you know that bad management is typically the root cause of low employee engagement?

If you've made organizational changes to improve engagement, but some of your employees remain withdrawn, you may need to revisit what's happening at the local work group level, which is directed by your managers.

Addressing employee engagement issues may not be a simple fix. The causes can be complex, and each case may spring from unique issues. As a manager, you must determine the reasons behind unacceptable employee engagement before you can take steps to improve it.

Increasing employee engagement may not rest solely on the employee. If you find the following behaviors present among your managers, then the issue may be among your leadership team.

3 Ways Your Managers Might Foster Low Employee Engagement

1. *Erratic expectations*

Good managers convey consistent expectations to employees. Those expectations must be realistic, clear, and concise.

But, sometimes, a manager is lenient one day and tough the next. Or, when an employee finishes a project, they change the scope and ask the employee to start over. It's not only a matter of steadily raising the bar but also treating the same employee behaviors differently at various times.

For example, an employee may turn in the same report every month with little response from the manager. Then, one month, the manager critiques it closely without acknowledging the change in expectations.

When lacking predictable expectations, employees often become disengaged because they don't know how to prioritize their efforts. This kind of response can lead to employee disengagement.

When lacking predictable expectations, **employees often become disengaged** because they don't know how to prioritize their efforts.

The key to maintaining consistency is communication. While there may be times when that report requires little feedback from you, it's important the employee knows why.

Expectations can change. Goals can change. The requirements of the organization can change. These need to be communicated to the employee; that way, they gain understanding.

Tell them frankly when you are aware of changes. Let them know what changed and why everyone has to adjust. Solicit their feedback.

The more you can involve employees in the process of change, especially around expectations and goals, the more success you'll have getting them on board in a timely fashion.

2. *Favoritism*

It's human nature to enjoy working with some employees more than others. You're going to get along with certain people better than you get along with others.

But, similar to having erratic expectations, managers sometimes give a different response to the same behavior from different employees due to personality preferences.

For example, when two employees ask their manager what they know about a piece of company news at separate times, the manager may share more information with one than the other.

Whether it's heavier praise or lighter critique, inconsistent responses can create an unfair environment—a real injury to employee engagement.

Perception is important, even though it may not match the reality. You may think you're not playing favorites, but appearances may suggest otherwise. The way to manage through this is to be consistent. Consistency is always the key to making sure you don't appear to have favorites.

If you're consistent with everyone, and you share information with one person the same way you share it with all the others (barring confidential matters, of course), employees will come to understand that you're not doing things covertly and your leadership is above board.

3. *Micromanagement*

This is a challenging area, particularly for people who have a high need for control. They tend to struggle with micromanagement. These employees may feel that you don't trust them or think they have the acumen or ability to do the job effectively.

This can lead to disengagement. If your managers insist on controlling every detail of their work, the employee may eventually shut down and lose interest in their job.

Supervisors who micromanage may, in fact, be convinced that no one can do the job better than they can. They may feel overwhelmed by team performance expectations. This can make them feel insecure and cause them to place unnecessary pressure on employees.

The bottom line is this: Micromanagement can foster low engagement. It prevents not only the employee from being fully engaged, but also the manager, who winds up spending too much time on supervision and not enough on developing employees.

Micromanagement is slowly exiting the workforce as generational needs shift. For example, where Baby Boomers typically want to check the boxes, Millennials tend to be more hands off in their workstyles. Good managers learn employees' traits and lead accordingly.

Remember, micromanagement is also a lack of communication. By not clearly conveying what's required, a manager can become too hands on—and that's a well-beaten path to employee disengagement.

*Abe Turner is an innovation and development manager for **Insperity**, an **NSCA Business Accelerator**.*

Insperity
Inspiring Business Performance®

WANT MORE? Learn about **two more manager mistakes** that cause low employee engagement and how to fix them. Looking for more guidance on how to engage employees? Visit **www.insperity.com/nsca** or email us at **alliance@insperity.com.**

The Latest from NSCA's Solution Provider Members

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

Belden

Shielded or Unshielded Cable: What's the Right Choice?

Balanced twisted-pair cabling (also known as Category cabling or Ethernet cabling) has its roots in telephone wiring. Over the past several decades, however, it has permeated the market in other ways.

On a daily basis, it's being introduced in applications that range from AV and broadcasting to 5G and Wi-Fi—applications that have rarely used balanced twisted-pair cabling to deliver power or data until now. Today, nearly every technology or type of environment can make use of balanced twisted-pair copper cabling systems.

Category cabling is sometimes presumed to be a commodity— something that's easily interchangeable. But cabling is so much more than a ubiquitous product that has no differentiation from one cable to the next. Cabling products are not uniform or identical. Their performance depends on where and how the cables are designed and manufactured.

This is important to understand for one reason: Category cabling is the basis of an organization's network. It makes technology, communication and collaboration possible, and it's just as crucial as the foundation that supports your home.

If your foundation isn't strong, then nothing else will be, either. Using the wrong cables to build your foundation could delay information transfer, interrupt streaming media, extend download times or shut systems down entirely.

Learn more **here**.

BELDEN
SENDING ALL THE RIGHT SIGNALS

AtlasIED

Class in Session: How Christopher Columbus High School Prioritizes Safety Through Technology

Located in the western suburbs of Miami, Florida, sits the prestigious all-boys, private Catholic school, Christopher Columbus High School (CCHS). Featuring a college preparatory academic curriculum, a powerhouse football and athletic program, and a distinguished alumni base including Fortune 500 CEOs, the school is continually evolving to attract, recruit, and retain some of Florida's brightest minds. In fact, employing cutting edge technology and programs are of paramount importance to the recruiting effort for CCHS.

Learn more about how technology is at the forefront of the CCHS mission.

Liberty

Learn About Liberty's CX Detect Software

Liberty has always designed products for systems integrators, providing hardware, software, and services that make it easier to design, deploy, and support systems for your customers. Committed to the channel and invested in helping you grow, Liberty's CX Detect software enables contractors to remotely manage, remediate, and control conference room systems. This software is designed to manage and monitor soft codecs, hard codecs, USB peripherals, and other IoT devices in a single tool. CX Detect also supports desktop clients for Zoom and Microsoft Teams, so your customer is covered whether they're in the office or working from home.

Learn more **here**.

Sony

Sony Introduces New White Glove Service

Sony is pleased to announce our new White Glove Service (WGS). An add-on to both Sony's standard 3-year warranty as well as extended warranties. Once purchased and registered the White Glove Service provides customers with a technician to remove a defective display, mount the replacement, and send the defective unit back to Sony. Any End User looking for a turn-key solution to their display needs will be interested in this new labor service. When the service is needed, simply contact Sony Service and mention that you have the WGS and Sony Service will schedule a technician to arrive at the location of the display within either 2 days or 5 days of the arrival of the replacement display. **Learn More**

Sony Partners with signageOS to offer integration with Professional BRAVIA Displays

We've joined forces with signageOS, a leader in cloud digital signage infrastructure, who will provide streamlined integration to support Sony's professional BRAVIA displays and create a more connected digital signage and content management system (CMS) framework for the company and their partners across the globe. The new signageOS alliance will nearly double the compatibility of Sony's displays to offer support for close to 60 integrated CMS options and is planned to be available next month. Additionally, the partnership will better position Sony's network of systems integrators, resellers, channel partners, managed service providers and software alliance members to extend and expand their implementation of professional BRAVIA displays with greater ease due to signageOS' single API system.

Channel Partners, please visit our **Dealer Source** to see the many promotions we have running.

We're always happy to hear from and connect with the industry so please **visit us** or check out all our solutions **here**.

SONY

Legrand | AV

Legrand | AV Introduces Outdoor Kiosks and New Resource for Design Engineers
Chief, an industry leader in AV mounting solutions, introduces a new outdoor kiosk to the Impact™ product family. The **Impact™ Outdoor Kiosk** offers a sleek, robust, weather-resistant design that stands up to the elements. It is wind tested up to 140 mph and provides convenient AV device storage that is IP54 rated to protect against dust and water. Outdoor-rated paint, primer, plating, and stainless-steel hardware ensure durability in harsh environments.

The kiosk's ample storage areas include a Lever Lock™ panel that's compatible with Forward AV Mounting clips for fast, easy device mounting. A fan, dust filters and active cooling vents keep components at stable temperatures and functioning optimally with Middle Atlantic accessories including RackLink™ Power Management and UPS devices.

Take Advantage of Legrand | AV's Solutions Engineering Team
The **Solutions Engineering Team** at Legrand | AV is available to help you navigate the AV design process, providing their expertise at no additional cost to you.

For example, if your customer wants to save money on an AV design, you need options. The Solutions Engineering team can modify an existing design or provide new designs featuring Legrand | AV products and/or other products as needed. Or if an AV component isn't available for six to 18 months, the team can help incorporate substitutions into your design.

The Solutions Engineering team can act as a set of fresh eyes to ensure an existing AV system design is flawless – or help with unexpected installation challenges. Email Solutions Engineering at **av.solutions@legrand.com**.

legrand® | AV

Shure

Learn About Shure's Stem Firmware Update 2.5

We are excited to announce the release of Stem Firmware Update 2.5. The ecosystem comprises six hardware components that can be paired with the robust Stem Ecosystem platform software to provide anyone with an audio solution that can be easily customized and installed by in-house IT teams. With this new and improved audio update, Stem is taking the meeting experience up a notch by giving IT managers everywhere an effortless option for outstanding conference room audio. Listen for yourself.

Learn more **here**.

Bosch

New UL Certification for PRAESENSA

The PRAESENSA IP-based public address, paging and mass notification system has been awarded certification for UL 864 (Standard for Control Units and Accessories for Fire Alarm Systems) and UL 2572 (Mass Notification Systems).

PRAESENSA now offers a unique value-added solution by integrating seamlessly with new or existing fire alarm and intrusion systems to provide synchronized voice alarm / emergency mass notification functionality.

For example, in a large retail space a PRAESENSA system can enhance the customer experience – and the working environment for employees – by providing superior sound quality for multiple zones of background music, radio programming, promos, paging, etc., while helping to ensure the safety of everyone on the property with live or automated announcements in the event of an emergency.

Find out more at
boschsecurity.com/praesensat

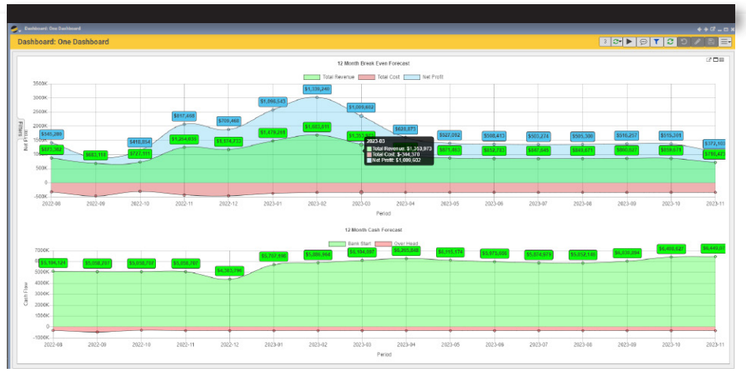
Axis Communications

All-in-One Speaker Systems for Flexible Ceiling Installation
Our new, AXIS C12 Ceiling Speakers and AXIS C15 Pendant Speakers are easy-to-integrate, all-in-one speaker systems. AXIS C12 Ceiling Speakers offer a sleek and discreet form factor for recessed interior installations, while AXIS C15 Pendant Speakers are designed to hang elegantly from high, open ceilings.

- PoE powered reduces equipment requirements and installation cost
- Built-in audio management software for easy system configuration
- Two-way audio communication via built-in or separate microphones
- Clearly visible LEDs for visualizing status information programmable based on events
- Superior memory for recorded voice messages (SD card included)
- Remote health testing and maintenance

Visit **www.axis.com/products/network-audio** to learn more about Axis Communications' network audio portfolio.

AXIS COMMUNICATIONS



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 **here**.

SCT

Learn More about SCT

You know SCT for our reliable camera and signal extension kit solutions, but did you know we also design camera mounts?

SCT manufactures a variety of on-wall, in-wall recessed, ceiling and VESA compatible camera mounts designed to minimize their appearance, leaving only the camera visible whenever possible. Laser cut to contour the base of the camera; our mounts provide the cleanest mounting solution available in the industry. A uniquely simple and clean mounting solution for the SCT Camera-End Module provides cable management and ease of installation

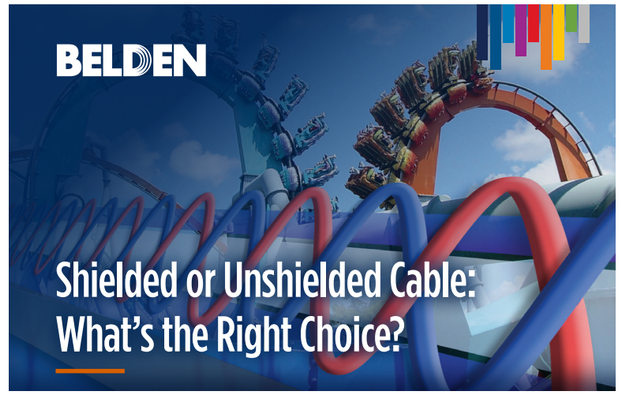
Explore our mount options at **www.soundcontrol.net**.

SurgeX

Surge Protection, Conditioning, and Analytics in the Modern Office Space

The modern office space has changed. Even before the global pandemic, a shift took place toward more flexible office environments. Employee dedicated cubicles were replaced with flex-spaces. The solution to power distribution in the modern-day huddle space is to have a single power center that has both AC power distribution as well as robust DC outputs via rugged screw-terminal connectors, negating the need for wall-warts. All equipment is securely connected to its respective power source, eliminating frivolous service calls.

For more information read the SurgeX white paper **here**.



Category cabling is sometimes presumed to be a commodity—something that's easily interchangeable. But cabling is so much more than a ubiquitous product that has no differentiation from one cable to the next. Cabling products are not uniform or identical. Their performance depends on where and how the cables are designed and manufactured.

Download this white paper to learn how to make the right choice when selecting category cabling for your projects. →

Become a complete solutions provider.

With all-in-one video and access control, network audio, analytics for proactive alerts and a wide range of cameras to choose from, you can offer your customers an end-to-end solution that grants them complete control over their site.

Customer satisfaction isn't the only part that's in it for you. 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 by installing a solution that is optimized to work seamlessly together, and adapt with your customer's needs with the ability to start small, and expand their solution in the future.

Learn how you can offer more with an end-to-end solution: **bit.ly/3ldbv7h**

www.axis.com 800-444-2947

AXIS COMMUNICATIONS

SPECIAL NSCA PARTNER UPDATE SECTION

Exertis Almo

Exertis Almo E4 Experience Sets New Records in 2022

What is the E4 Experience? It's the largest single-day traveling distributor event that brings together top educators, manufacturing partners, AVIXA CTS Renewal Unit certified training, technology firsts and endless networking opportunities. E4 Experience attendees can always expect to learn the latest business and industry trends necessary to stay productive and gain valuable skills that can immediately be implemented.

The E4 Experience 2022 program was like no other as it was the first since the combining and rebranding of Almo Professional A/V and Exertis Pro AV to become Exertis Almo. With visits to Anaheim, CA, and Chicago in the spring, then Washington, D.C. and Boston in the fall, the E4 Experience program achieved a record number of attendees, exhibitors and educational sessions since its inception in 2009.

With nearly 1,500 pre-registered attendees, 30 sessions and well over 1,000 AVIXA CTS Renewal Units issued this year, integrators, resellers and end users visiting from 32 different states were able to maximize their single day out of the office to learn, establish new business relationships and see some of the newest AV products in action. Each E4 Experience featured up to 55 different exhibitors showcasing the latest and greatest AV gear and services in a beautiful showroom-type format that was ideal for integrators to share with their customers.

The 2023 E4 Experience program is already in motion with two brand new stops on the tour:

- March 7: Dallas, Texas
- April 25: Santa Clara, CA (NEW!)
- Sept. 20: Teaneck, NY
- Oct 18: Phoenix, AZ (NEW!)

More details about the 2023 E4 Experience program will be available soon so continue to check **www.e4experience.com** for details.

exertis | ALMO

HP-Poly

Inside the HP-Poly Engine

The HP-Poly engine is now well underway, with outstanding product offerings and an exciting, combined roadmap. Not only do we have the widest breadth of certified solutions across the largest portfolio of platform partners, but we recently made some announcements:

- HP-Poly now has the only integrator codec (G7500) certified for MS Teams, overcoming a long-standing barrier for integrators.
- HP-Poly's Android videobars will be adding support for Google Meet in January. One product that can do Teams, Zoom, Google Meet, Ring Central, and many more.
- We have new bundles and devices for MS Teams, Zoom and much more.

Visit us at
https://www.hp.com/us-en/home.html

IntelliSee

IntelliSee's Role in School Safety

Senseless acts of violence in our schools, hospitals, stores and other public spaces are dramatically increasing. There is an urgent need for stronger safety innovations.

IntelliSee's mission is to make the world a safer place, but it is also our obligation. It is the duty of every safety and security organization to do its part in making the world safer—and duty calls.

Layered Approach credit PASS

Bulletproof backpacks, active shooter drills, and armed educators may offer peace of mind to some, but they are reactive and controversial solutions. Proactive, layered security strategies are the best way to prevent tragedies like the latest Walmart, University of Virginia, or Dallas Methodist shootings. IntelliSee AI offers this by overlaying existing cameras for 24/7/365 autonomous active monitoring, risk detection, and immediate alert notification.

IntelliSee provides instantaneous situational awareness that gives users a chance to take informed actions before a gun enters the premises or before shots ever ring out. Reduced response times and knowing where the shooter is allow users to take back valuable minutes when every second counts.

In addition to drawn guns, IntelliSee detects falls, trespassers, slipping hazards, vehicles, and more. The platform complements existing security measures and has deep-learning capabilities—tailoring to the needs of each environment through customizable parameters and sensitivity settings. Learn more at IntelliSee.com and help us make the world a better, safer place.

intellisee.com

IntelliSee
Smarter surveillance for a safer world

Sharp NEC

Let Us Help You Bring Your Ideas to Life – Together

Meet Sharp/NEC's set of collaboration tools that empower teams to connect, share and create together.

Sharp NEC Display Solutions brings to you the best of collaboration from both legacy brands Sharp and NEC, allowing you to customize the solutions to meet your individual needs. Choose a solution to fit your environment so you can quickly and easily collaborate with your team as if you were in the same room. Transform your ideas into reality with the latest digital tools from Sharp/NEC.

Learn more **here**.

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Want to communicate directly with NSCA member companies or optimize your platform?

Contact NSCA Senior Marketing & Channel Manager Max Johnson at mjohnson@nsca.org or 319.861.8629.

The NSCA Roundtable at E4 Experience Boston featured NSCA Executive Director Tom LeBlanc; Sam Taylor, EVP/COO at Exertis Almo; Eddie Nowik, Inside Sales at Diversified; and Rich Ventura, VP of Sony Professional Display Solutions.

Exertis Almo
Headquarters: Philadelphia
Number of Locations: 5

exertisalmo.com

Executives: Sam Taylor, Executive VP/COO

Primary Focus: Distribution and Business Support

Exertis Almo provides a great "We Are NSCA" example with its recent E4 Experience in Boston, which featured an NSCA Roundtable, moderated by NSCA Executive Director Tom LeBlanc. The interactive discussion included Sam Taylor, EVP/COO at Exertis Almo; Rich Ventura, VP of Sony Professional Display Solutions; and Eddie Nowik, Inside Sales at Diversified.

The roundtable focused primarily on three main business challenges and opportunities for 2023:

1. **The Supply Chain.**
   The consensus was that certain aspects will continue to remain out of our control – but that there are still many areas that integrators could, in fact, keep in their control, be it project management or accompanying services.
   Another tip included creating product designs that were less reliant on specific products to give integrators the ability to substitute if a project is being delayed due to a missing piece of equipment.

2. **Services.**
   Its own category, services continue to be an area of growth for integrators. According to the panel, services are becoming a fundamental part of every project – distributors can offer a wide range of third-party professional services to help facilitate the work without having to hire staff. Services range from labor, installation, and digital signage content creation to drafting and engineering, control systems, business communications, and more.
   The panelists also discussed the importance of leaning on distributors and manufacturers to alleviate labor costs by utilizing the white glove services and product warranties they offer.

The panelists agreed that climbing the corporate ladder isn't always the best way forward in AV. Instead, a "lattice" plays a large role in building up the next generation of talent.

3. **Workforce Training and Development.**
   DEI was a big topic of discussion (and a separate panel) at E4 Boston with an emphasis on diversity of knowledge and individual strengths.
   The panelists agreed that climbing the corporate ladder isn't always the best way forward in AV. A "lattice," which allows AV pros to slide over to new roles so they can grow sideways and up while continuing mindful training, also plays a large role in building up the next generation of talent.

WANT MORE? **Read a *Commercial Integrator* article about the NSCA Roundtable at E4 Boston.**

Axis network audio keeps you safe and sound.

In addition to being a public address system, a network audio system can play an important role in multiple areas of your customers' operations. With the addition of analytics, network audio can be integrated with video surveillance systems, access control, retail management technology, school paging systems, even environmental sensors, and programmed to broadcast appropriate messages in response to specific events.

Visit our website to learn about additional audio use case applications: www.americas-comms.axis.com/Q3NSCA22audio

www.axis.com | 1-800-444-2947

AXIS COMMUNICATIONS

Apply for an Excellence in Product Innovation Award

Attention manufacturers! Entries are being accepted and this recognition honors products that have a profound impact on systems integrators. Any manufacturer that produces low-voltage products for installation by integrators in the commercial space is eligible. Industry manufacturers may nominate their own products.

One winner will be named in each of the following categories, along with one overall Grand Prize Winner:

- **Trailblazing Innovation**
- **Technology Platform**
- **Retrofit-/Installer-Friendly**
- **New Revenue Potential**
- **Recurring Revenue Potential**
- **Ease of Customization**

Additional considerations are made during judging in regard to how the product impacts user experience (scalability, versatility, deployment cost, ease of use, ROI, ADA compliance, energy efficiency, etc.).

This program aims to recognize manufacturers committed to the channel by offering an innovative product specifically designed to help integrators generate more revenue, earn more profit, reach new customers, or open new markets.

Entries are being accepted through Jan. 13, 2023. Winners are selected by NSCA, *Commercial Integrator*, and a panel of integrators; winning products will be announced at NSCA's 22nd annual Business & Leadership Conference.

To enter, visit **https://epiawards.secure-platform.com/a**. For NSCA members, the first product entry is $299 (subsequent entries are $199 each). For non-members, the first product entry is $499 (subsequent entries are $399 each). Enter "nscarules" as the coupon code to receive the member discount.

All entrants will receive recognition in NSCA and *Commercial Integrator*'s Excellence in Product Innovation press releases, which will be posted online and distributed to dozens of media professionals.

Winners also receive:

- Standalone recognition in NSCA's quarterly publication
- Feature recognition on www.nsca.org
- Feature recognition in NSCA's e-newsletter
- Social media recognition
- Feature recognition in an NSCA blog
- Feature article in *Commercial Integrator*
- Recognition and participation in a webinar

Enter Now! Deadline: Jan. 13

NSCA
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EIB
Excellence in Business

Apply for an Excellence in Business Award

Deserving integrators can be recognized at BLC. Apply for NSCA's 2023 Excellence in Business Awards. There is no entry fee; submissions will be accepted through Jan. 18, 2023. Winners receive recognition on stage at NSCA's 25th annual BLC as well as recognition in NSCA and industry publications.NSCA's Excellence in Business Awards recognize integrators that address challenges head-on by implementing tactics and strategies to improve business performance in six categories:

Business Performance (establishing methods for accurate job costing, new ways to trim operating expenses, etc.)

Employee Engagement (corporate culture exercises, increasing job satisfaction, etc.)

Differentiating Strategies (implementing new sales strategies, growth strategies, etc.)

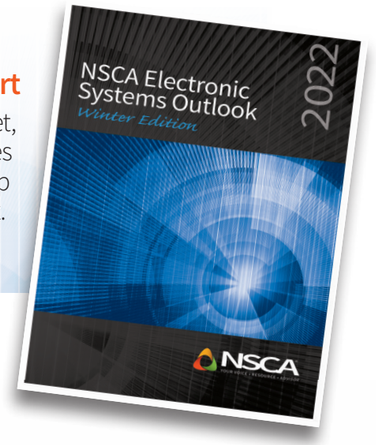
Strategic Transformation (entering new markets, increasing RMR, etc.)

Customer Experience (increasing customer satisfaction scores or repeat business, etc.)

Talent Development (cross-training, onboarding, recruiting, career development, etc.). Submit your application at **www.nsca.org/awards**. Winners will be announced by Feb. 2, 2023, and presented at NSCA's Business & Leadership Conference.

Download NSCA's Winter Electronic Systems Outlook Report

It analyzes construction trends and gauges market-by-market, category-by-catetory opportunities for integrators, and it comes out in January. Click **here** to make sure you're signed up for NSCA's newsletter so it will appear in your inbox.



REGISTER FOR THE 25th ANNUAL

Business & Leadership Conference at the Four Seasons in Irving, Texas, February 28-March 2 at **NSCA.org/BLC**.

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FEB. 28-MARCH 2, 2023 • IRVING, TEXAS

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2023: HELPING YOU STRATEGIZE FOR FUTURE SUCCESS

Meet this year's motivating keynotes

Feel like everything is moving too fast? You're not alone. But there *is* a solution—and it's surprisingly simple. Find out how you can gain control and improve the quality of your work while achieving more balance and happiness in your life and career.

Dave Crenshaw Time Management Expert and Best-Selling Author

Based on research conducted among thousands of executives on how they make and approve decisions, you'll discover how to build on existing sales methodologies to shift the focus from price to value and stand head and shoulders above the competition. Show your clients why you have a superior solution—regardless of price.

Ian Altman Author of *Same Side Selling*

We're living in a world of disruption. How can you build teams that win in this environment? It comes down to accuracy, discipline, and accountable leadership. In a world of excuses, deflection, and blame, we'll help you build a simple and executable flight path to create a stronger team, improve retention, increase engagement, and motivate employees to perform at their highest levels.

Robert "Cujo" Teschner U.S. Air Force F-15 Fighter Weapons School Instructor & F-22 Squadron Commander

Success begins and ends with self-confidence. Walk away with practical techniques to develop and sustain self-confidence for you and your team. You'll discover how to use the power of positive self-talk to set higher expectations and position yourself as a leader to accelerate your own performance.

Ivan Joseph Leadership Expert, Coach, and Best-Selling Author

Discover the right style of innovation for your organization as we uncover the four cultural archetypes of innovative organizations and the behaviors that all innovative cultures share. You'll be ready to assess your organization, determine the behaviors you need to build to become more innovative, and explore ways to start transforming your company.

Tatyana Mamut Silicon Valley Transformative Leader & Entrepreneur

Supply chain challenges, inflation, worker shortages, and a decline in commercial office space will impact your success next year and beyond. This vital planning session helps you prepare for what the upcoming years will bring.

Chris Kuehl Economic Analyst and Business Strategy Expert

PLUS:

NSCA CEO Chuck Wilson will host a roundtable discussion about why demand for integrators' services is at an all-time high while profits remain extremely weak. We'll lead an open and honest discussion about financial leadership and stability, managing project profitability and the movement toward services, discounting, learning to say no, and balancing the true cost of doing business with perceived value.

REGISTER NOW

www.nsca.org/blc

Members: $899

Non-Members: $1,499