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Inside NSCA's Decision to Bring **Navigate** In-House

Transitioning Navigate to NSCA ownership was a deliberate choice to not only preserve and grow expertise but also support our new XBO Knowledge Hub.



This issue marks a pivotal moment: I'm excited to share some big news about a familiar name that's taking on a new role in the NSCA Community.

Navigate Management Consulting—known to many NSCA members as a go-to operations and process-improvement partner—is now officially part of NSCA, coming in-house as a dedicated business resource for integrators. This move reflects something we talk about often: helping integrators build stronger, more efficient, and more profitable businesses not just in theory but in daily practice.

When Navigate's former parent company, Solutions360, was acquired by Northrim Horizon in late 2025, everyone involved understood how important it was to keep Navigate anchored in the commercial integration channel.

Transitioning Navigate to NSCA ownership was a deliberate choice to preserve and grow the expertise that so many of you already rely on for process management, operations, and leadership guidance. Many of you have worked with Brad Malone (Navigate's president) and his team over the years, using their tried-and-true methods to reduce project chaos, improve margins, and bring more predictability to project performance.

Bringing Navigate in-house is also a key step toward something new for NSCA: It's a major catalyst behind our **eXcellence in Business Operation (XBO) Knowledge Hub**, which will launch later this year. Navigate's online learning platform, Navigate Academy, will become an integral part of this AI-powered hub, joining resources from NSCA's Essentials Library and other vetted resources. The vision for the XBO Knowledge Hub is simple: You ask it a business question, and you get answers plus suggestions about other resources on the topic, whether it's a whitepaper, video, course, or conversation with one of our Business Accelerators or Member Advisory Councilmembers.

Under the leadership of NSCA Director of Business Resources Mike Abernathy, Navigate will continue to feel familiar to you: a trusted advisor focused on your profitability and performance. We're grateful to be able to welcome Navigate into the NSCA family, and we're looking forward to the new ways we'll be able to support you and your teams in 2026 and beyond. ■

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

NAVIGATE

BUSINESS RESOURCE & TRUSTED ADVISOR

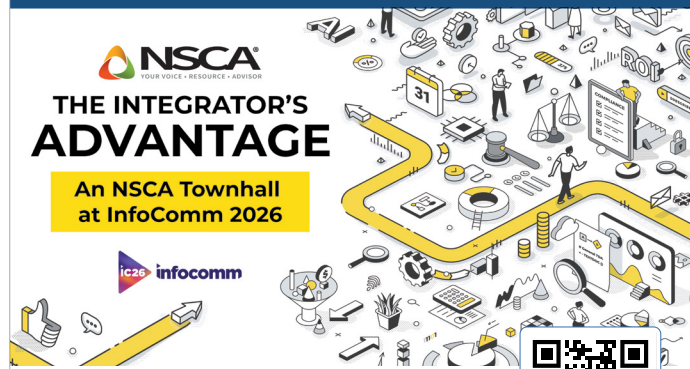
— AN **NSCA**[®] MEMBER SERVICE —



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The Integrator's Advantage: An NSCA Townhall at InfoComm 2026
Las Vegas, June 16, 2pm-4:30pm PT



The Integrator's Advantage: An NSCA Townhall at InfoComm 2026



Learn More

If you're attending InfoComm 2026, get your money's worth by making sure you attend this NSCA event before stepping onto the show floor.

We kick things off with **Framing the Future: Top Challenges and Keys to Success for Integrators**. The demand for connected, intelligent, and secure technology solutions continues to accelerate across every vertical market, placing integrators in a tremendous position of opportunity.

But this growth is tempered by real-world challenges: evolving customer expectations, AI-driven disruption, cybersecurity readiness, workforce shortages, and new legislative and regulatory pressures. We'll discuss how to navigate these obstacles and seize new opportunities.

We'll also be leading sessions on:

- **Technology, AI, & Cyber Readiness:** Are You Prepared?
- **Evolving Your Business:** Talent, Leadership, & Resilience
- **Rethinking Sales & Storytelling:** Staying Relevant in a Changing Market

PSA TEC 2026
Denver, CO, April 21-24



PSA TEC is the **annual education and networking conference for PSA member security integrators and technology partners**, and NSCA will be there to connect with members and share strategies that drive smarter growth.

The event focuses on peer-to-peer learning, emerging security technologies, business strategy, and best practices through expert-led sessions and curated networking designed to help integrators grow smarter and stronger.



Learn More

Webinars
Q1-Q2 2026



We've got a great slate of webinars coming up. Mark your calendars and be sure to visit www.nasca.org as the dates get closer to grab your seat!



Learn More

Stop Managing the Past: Forecasting and Backlog Metrics That Drive Profit

April 14, 11am CT

How Systems Integrators Can Build Trust, Alignment, and Value in an AI-Driven World

May 5, 11am CT

XBO 2026
Tempe, AZ, Nov. 10-11



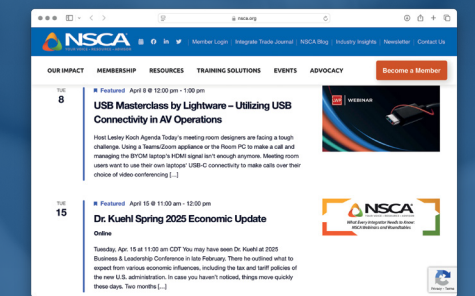
Every leader starts somewhere. For many in commercial integration, that place is XBO.

NSCA is excited to bring its XBO Experience to Tempe Mission Palms in Tempe, AZ, on Nov. 10-11, 2026! Join us for two days of interactive learning, career insights, and training designed to help emerging leaders develop their skills and confidence.

Whether you're new to the industry or rising fast, XBO offers industry-specific development and networking opportunities for the next generation of leaders.



Learn More



Visit the NSCA Community Events Calendar to Discover:

- NSCA events
- Industry shows
- Important updates from member companies



Learn More



WHAT DOES IT TAKE TO BECOME A MASTER SYSTEMS INTEGRATOR?

CAN YOUR FIRM DESIGN, COORDINATE, AND SUPPORT TECHNOLOGY AS A SINGLE AND INTEGRATED SOLUTION?

Customers are being encouraged to stop thinking in silos. They're connecting production data, video analytics, and access control to reduce safety incidents, quality issues, and downtime on the plant floor. They're tying nurse call, RTLS, alarms, and surveillance together so a patient fall triggers the right alerts to the right clinical staff for response.

As technology converges and expectations rise, integrators are being asked to deliver these more unified experiences. Firms are being pulled into projects where multiple systems are expected to work together to offer one experience. The companies that answer this call are learning how to become **master systems integrators (MSIs)**, balancing technology, data, and outcomes across every part of a client's environment.

What It Really Means to Be an MSI

Your own team is likely already delivering a mix of AV, security, life safety, building controls, and/or healthcare communications systems, often to the same customers and in the same facilities. But chances are also high that those systems are scoped, sold, and managed as separate projects (even though your clients expect them to work together).

For a few years now, NSCA has been talking about the concept of a **master systems integrator (MSI)**: an integrator that treats systems as a single connected platform and is held accountable for all the ways those systems interact and perform. This means integrators are responsible for:

- **Defining** customer problems across systems
- **Designing** how technologies and data fit together to support specific business results
- **Coordinating** multiple trades to deliver the design
- **Making sure** performance and experience expectations are met over time

Many NSCA members are closer than they realize to working this way.

What You—and Your Customers—Stand to Gain

If you already deliver multiple technologies to the same clients, the question is: **Do you have the capabilities to design, coordinate, and support these technologies as a single and integrated solution?**

When you do, you're able to:

- Create stickier customer relationships
- Get a larger share of each customer's technology budget
- Generate more recurring revenue tied to outcomes
- Reduce project fragmentation and coordination rework
- Deliver more predictable results and serviceability
- Position your firm as a trusted advisor

Becoming a master systems integrator is good for your customers, too. It helps them collaborate to drive operational value, safety, and efficiency.

They experience benefits like:

- Fewer gaps between systems
- Clearer ownership and accountability when problems arise
- Solutions designed around how their buildings and businesses operate
- More consistent user experiences across spaces and platforms
- Faster response to issues with cross-system visibility
- Simpler lifecycle management when everything is engineered as one ecosystem

Think of becoming a master systems integrator as a new kind of framework for your business: It's a set of capabilities that must be in place so you can offer one integrated outcome.

HERE ARE THE AREAS YOU NEED TO BUILD AND ALIGN BEFORE YOU'RE TRULY READY TO CALL YOURSELF A MASTER SYSTEMS INTEGRATOR.

1.

The Ability to Ask Strong Discovery Questions

Being able to handle work that spans multiple technologies starts with asking better questions. Your firm needs to be able to understand and define a customer's business problems by looking at:

- How people use a space
- Where risk shows up
- How operations run today
- What a better outcome looks like
- How success will be determined

Gaining that level of insight requires a structured approach to discovery that includes thoughtful questions, needs assessments, and collaboration sessions that go beyond device counts and room lists. Once you capture a clear problem statement, you can design a solution to support it.

2.

The Capability to Manage Multi-System Projects

Multi-system projects introduce more trades, more interdependencies, and more stakeholders, from facilities and IT to engineers, GCs, and other integrators. Project managers need to absorb that complexity while still delivering a predictable path to success.

This means they must be able to:

- Build integrated schedules that account for all systems
- Define clear scopes and responsibilities for each party
- Use structured coordination meetings to manage work between trades

To do this, project managers need to be comfortable thinking across disciplines, managing partners and in-house teams, and protecting timelines and margins as changes ripple across systems.

3.

The Expertise to Build Out the Right Teams

Master systems integrators need to orchestrate AV, security, life safety, controls, and IT/OT systems so they behave as one ecosystem. For the majority of MSI projects, the most critical work involves writing logic, integrating APIs, and normalizing data between platforms.

These capabilities require people, tools, and patterns that can support true integration work, such as managing:

- How systems talk to each other
- How events are handled across platforms
- How changes are documented and tested
- How system performance data is collected and presented

Over time, these integrations can become building blocks or templates your team relies on to reduce risk and accelerate delivery on future MSI projects.



SEE MORE

4.

The Network to Form Partnerships that Expand Your Reach

No integrator can be world-class at every single system involved in a converged and intelligent building.

To extend their reach while staying focused on what they do best, MSIs rely on partnerships. With this approach, you function like a technology general contractor, coordinating partners with specializations across security, AV, controls, networking, and other domains.

Building these partnerships requires clear scopes, common documentation standards, defined handoffs for design and commissioning, and agreed-upon service expectations. Partners become part of your delivery ecosystem, helping you offer broader solutions without carrying every skill set on your payroll.

5.

The Track Record to Demonstrate Credibility

Regulated markets or projects with detailed engineering specifications often call for integrators with specific credentials. While these certifications help signal your expertise to owners, engineers, and manufacturers, they only tell part of the story. Demonstrated competence (the ability to design, integrate, and support multi-system environments in real buildings) matters just as much.



Align your certifications with the markets and technology offerings you want to own, and then back them up with strong references and case studies. This builds confidence among your customers that you can carry responsibility for the project from design through lifecycle support.

6.

The Structure to Realign Your Financial Model

Labor mix, risk profile, and margin drivers look different when multiple technologies and partners are involved in a project.

As they get started on their master systems integrator journey, many integrators unintentionally erode margins by assigning high-cost technical resources to basic tasks, or by underestimating the time required for discovery, integration engineering, and coordination.

Get your financial practices ready by intentionally matching labor grade to task complexity, as well as factoring in the real cost of design, programming, and project management across systems. Job costing and estimating processes need to include additional coordination overhead, integration testing, and lifecycle service commitments.

7.

The Discipline to Build a Clear Go-to-Market Plan

What you offer as a master systems integrator must be understandable and buyable. **Simply saying “we do everything!” muddies your message and overextends your team.** A clear go-to-market plan defines:

- Which problems you solve
- Which systems you bring together
- Which types of projects are the best fit for you

The plan should spell out your target markets, ideal project profiles, and how your work and partnership differ from traditional bids in terms of discovery, design, and ownership of outcomes.

It should also guide internal decisions about when to lead as the master systems integrator, when to participate as a specialist, and when to decline opportunities.



Your Roadmap to Becoming a Master Systems Integrator

To help NSCA members break these capabilities down into processes they can adapt to their own organizations, we're developing a comprehensive MSI playbook.

This playbook will act as your guide to the “what” and the “how” of becoming a master systems integrator so you'll be ready to execute projects and serve your customers with your very best.

Watch your email for more updates. Don't receive our emails? Sign up today!



Newsletter

READY TO START YOUR MSI JOURNEY?

Becoming a master systems integrator means changing how your business sells, delivers, and supports technology.

While they aren't a comprehensive list, these seven capabilities form the foundation of an MSI-ready organization. They will help you succeed at reliably owning outcomes across systems instead of delivering single pieces of a project.

If you can master these areas, you'll be ready to lead the conversation about technology convergence . . . and help your clients realize the full value of connected systems. ■

This article was written by members of NSCA's [Emerging Technologies Committee](#).

Uncover the Hidden Costs of Bad Proposals

In complex integration projects, proposals are strategies, not paperwork ... and the data proves it.



There's a myth among integrators that needs to be put to rest, and it's this: A proposal is a simple administrative task that fills the gap between a good sales conversation and a signed contract. All it requires is a rough estimate of project scope and a polished cover page before you send it off and let the relationship do the heavy lifting.

But the data tells us the truth: Proposals don't work this way.

Looking at aggregated 2025 data from D-Tools Cloud, one thing becomes clear very quickly: As projects grow larger and more complex, proposals become the single biggest lever you have over maintaining a reasonable sales cycle, maintaining your margin, and elevating customer satisfaction. When you get them right, then everything downstream improves. If you get them wrong, then the wheels start coming off.

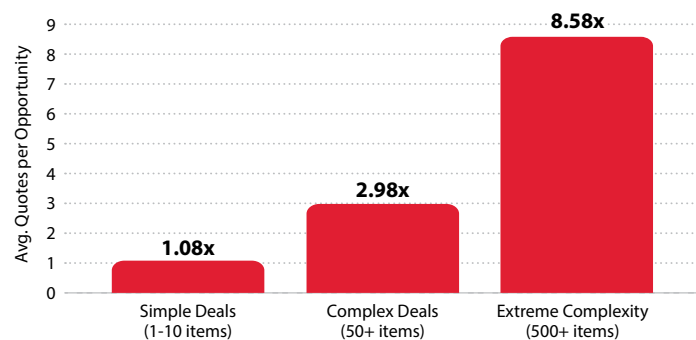
There are three factors you need to watch that can undermine proposal performance.

1. Number of Revisions

On simple jobs with fewer than 10 line items, the average opportunity requires just 1.08 proposals (effectively a one-and-done process).

Once you move into complex territory with 50 line items or more, that number jumps to around three proposals per deal. It's a bit annoying, but still manageable.

Quote Revisions by Complexity Segment

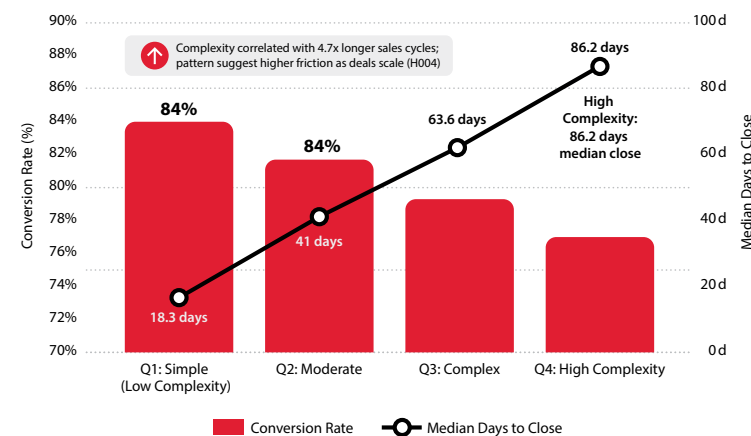


When you get to highly complex projects with 500 line items or more, that's when things get scary. With these jobs, the average number of proposals ranges from eight to nine. That means rework. And rework is expensive, even before you factor in the opportunity cost of what your team could've been doing instead.

2. Long Sales Cycles

Revisions stretch the sales cycle. On average, simple proposals are accepted in just 18 days. That's fast, decisive, and healthy for cash flow. But highly complex proposals take an average of 86 days to close. That's nearly three months of back-and-forth communication, scope changes, and second-guessing.

The Complexity-Success Paradox (by Line Item Quartile)



Every revision resets the clock. Every clarification introduces friction. The longer a deal drags on, the more chances there are for something to go wrong.

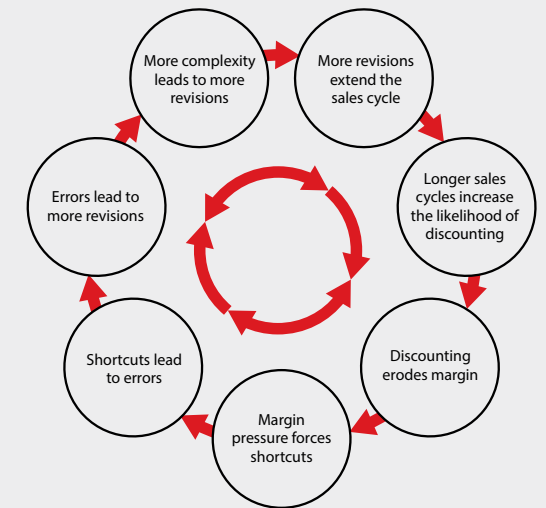
3. Price Erosion

Lastly, discounting often takes place in quotes. Across all proposals, regardless of size, 67% experience some form of value engineering or discounting.

More than half (56%) see a price reduction of 10% or more, which is sobering. But, on larger projects, where revisions pile up and timelines stretch, discounting becomes almost inevitable. By the time a proposal is revised a half-dozen times, the conversation has often shifted from value to cost. At that point, you're negotiating against your own document (and hopefully you maintain your margin in every version).

Breaking the Proposal Doom Loop

These factors can create a never-ending cycle that quietly eats away at profit and trust.



This is why proposal creation can't be treated as an administrative task, especially on larger jobs. It's not something to hand off to the newest person in the room or rush through at the end of a long sales process. Your proposal is where scope discipline lives, expectations are set, assumptions are made explicit, and value is defended.

It's time to treat proposals as a strategic advantage. That's what the best-performing integrators do. They invest in accurate data, consistent structure, and repeatable processes. They aim to get it right early, knowing that every avoided revision saves time, protects margin, and builds confidence with the client.

The challenge for integrators is simple, but uncomfortable: Benchmark yourself.

- How many times are complex proposals revised?
- How long do proposals take to close?
- How often do you cave on price (and by how much)?

Measure, expose, and design your proposal process to break the cycle that erodes performance. ■

D-Tools is an NSCA Business Accelerator.





Ingolf de Jong

What Meaningful Board Service Looks Like

Longtime NSCA and NSCA Education Foundation leader Ingolf de Jong reflects on two decades of service, the power of sharing ideas, and why the next generation needs an even stronger association.

NSCA's success rests not only on how industry leaders step up, but also on how they choose to keep giving back over time.

For more than 20 years, Ingolf de Jong has done exactly that through active, behind-the-scenes involvement with NSCA and the NSCA Education Foundation. His contributions span everything from helping improve business ownership to protecting members from outside encroachment and focusing on the next generation entering the industry.

As he transitions off the board, de Jong looks back on the initiatives that shaped him as a leader, as well as the example he hopes to set for those who will follow.

Q: When you think back on your time with NSCA and the NSCA Education Foundation, what are you most proud of contributing to or influencing?

A: Our efforts to improve business ownership stand out to me, along with the work we did to protect our member companies from other industries encroaching into our space. I'm also proud of how we helped the Foundation focus on the next generation of people coming into our industry.

When I look back, my involvement spans about 20 years, and I genuinely love this industry and the association for the opportunities they provided for me to learn and grow in my own career and company. Simply being part of so many important directions and decisions that helped businesses change and grow over the past two decades has been very satisfying. That includes initiatives like the Business & Leadership Conference, PASS, Pivot to Profit, specification changes to include low-voltage as its own area, and broader industry direction.

Q: In your view, what separates “showing up to meetings” from adding value as a board member? How did you model that over the years?

A: There are times when everyone just “shows up” for a meeting because of the day-to-day pressures of leading and running a business. But I always found the content of our meetings very stimulating and impactful to how I should lead our company. You have to come with a mindset that you're willing to share ideas for the betterment of the industry. Most people go through a protective phase where they sit and listen but don't add much until they realize how much more valuable the meetings become when you actively participate. Everyone has good ideas they've implemented: When you share them, others can incorporate what might help them, and that's the whole point. If everyone shares, everyone walks away with concepts they can use to improve their business and life. You also have to respect others and their ideas; you're not on the board to prove you're the know-it-all in the room.

Q: If you had to sum up the message you want to leave with your fellow board members (and with the industry), what would it be?

A: Listen, learn, share ideas, debate, question, and challenge ideas. Avoid groupthink and express your observations. You are on the board to help the industry, so be humble about your involvement and enjoy the journey. The camaraderie is very unique and will benefit and bless your life.

Q: How do you hope your example will shape the next generation of NSCA leaders who will be stepping into leadership roles?

A: I hope people recognize how much they can learn from others. Be kind and considerate, with a continual attitude of improving the industry. Avoid battles—they don't benefit anyone. Being open-minded, able to make observations, thinking critically through issues, and then providing valuable perspectives are all vital attributes for industry leaders.

Q: What impact do you hope NSCA and the NSCA Education Foundation will have on the industry over the next five to 10 years?

A: I hope they continue to play a critical role as the glue that holds the industry together and draws new talent into it. Each member benefits from the combined efforts of the industry that serves them. The association also needs to do some serious research on how AI can benefit member companies, because there is no doubt AI will have both positive and negative impacts on business. The challenge is figuring out who to invite to speak at industry events—legitimate visionaries and intelligent individuals who can help bring clarity on how to use AI for the benefit of member companies and their clients. It's a new day, and NSCA's relevance will be defined by providing valuable resources and input that truly aid member companies. One ongoing challenge has been communicating the benefit of membership amid all the noise; industry work groups may help tie more people to the association in a meaningful way. ■





Q&A with Gary Plavin

President of Laia

www.laiatech.com/en-us/

Q: What makes your company's approach unique within the NSCA Community?

A: Laia is an engineer-led European AV company, founded in Madrid in 2014, with a service-first, channel-centric approach. Our AI-enabled PTZ cameras pair intelligent tracking, presets, and zones with pro streaming standards like NDI, SRT, and RTSP, making room designs more flexible and future-ready.

Q: What is the most important benefit or resource provided to you by NSCA, and how do you use it?

A: The most beneficial resource is the Business & Leadership Conference (BLC). NSCA does a great job of bringing together so many key players in the industry. Integrators are at the top of that list. And the NSCA staff themselves, and key equipment manufacturers, round it out.

Q: Why is being part of a trade organization important to your organization?

A: It's about community and communication and education. As a trade organization, NSCA functions as a conduit for collecting external data affecting our industry in this volatile market. They have been on top of the current trade tariff and import situation at a detailed level, especially with clarifying its effects on our industry and manufacturing.

Q: Why are your employees proud to be part of your organization?

A: We are excited to enter a market with a new and fresh approach. Laia's technology solutions keep us laser focused on clearing up the "fog" around AI in the industry. The team is excited that our technology integrates Laia cameras with our microphone partners creating a budget-friendly camera tracking solution.

Q: How do you approach product design to stay ahead of industry trends?

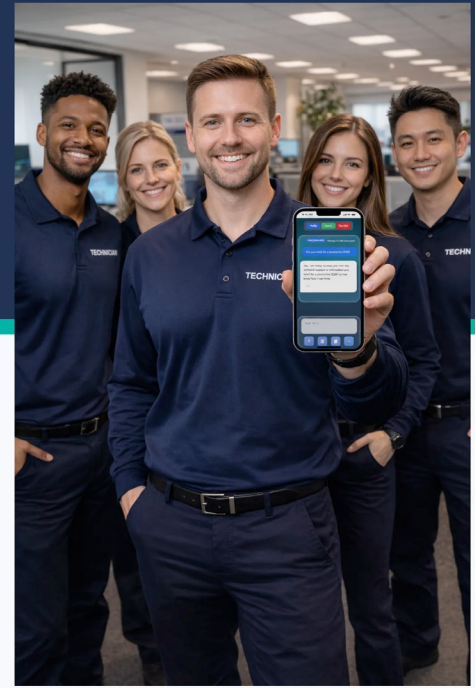
A: Our engineers and product designers start with a how to do more with less philosophy. Too many AV ecosystems can be overly complex, with too many hardware pieces needed to do the job. We're about empowering better-performing camera ecosystems without the need for costly third-party controllers, signal converters, or switchers. Our software is what really keeps us ahead of the growing industry trend to simplify the ecosystem while improving performance standards.

Q: What's next for your company in the coming year? Are there any big developments or goals you're working toward?

A: There is lots of excitement coming in the near future, with new software, expanded software features migrating to our camera intelligence, as well as several new hardware products allowing Laia to expand our offerings in several categories. ■

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NSCA's 2026 Priorities: Helping Integrators Navigate What Comes Next

Find out how NSCA will help you turn rising expectations into sustainable, profitable growth this year.

Your ability to stay ahead of the curve by anticipating customer needs and solving business challenges is what keeps you relevant.

But **remaining out in front is getting harder**. You're an integrator. You're not in the business of enabling AI or ensuring strong cybersecurity posture . . . or are you? Increasingly, it doesn't matter what you put on your line card. What your customers expect you to be is what counts.

More and more, end-users are looking to integrators to offer what they can't easily design, implement, and manage on their own: a single partner that can make disparate systems, platforms, and locations work together reliably, securely, and in ways that support business outcomes.

These expectations reflect opportunity, but they also introduce risk and the need to carefully navigate change.

Turning New Expectations into Opportunity

Through these shifting expectations and demand, we stand ready to address the most pressing issues you face. Our resources, events, consultations, and strategic planning services help integrators confidently evolve into partners that can connect, secure, and manage complex systems without losing sight of profitability and risk.

NSCA's 2026 priorities, outlined below, focus on helping you pursue opportunity cautiously, strategically, and profitably.

1. Helping You Improve Leadership Skills

Many integrators are entering 2026 with strong backlogs, which makes financial discipline critical. Strong leadership is essential if you want to seize the opportunities this market presents.

But how can you budget for what you can't anticipate? How do you manage continual training demands while maintaining productivity? How do you preserve culture, accountability, and pride when expectations around work have changed so dramatically?

Our leadership-focused sessions at BLC and continued programming throughout 2026 are aimed at helping you make clearer financial decisions.

NSCA also supports financial leaders through skills training, webinars, the data and insights in our *Financial Analysis of the Industry* report, and the *Compensation & Benefits Report* (set to be updated in 2026). In addition, we work closely with RISE Performance Group to teach proven Scaling Up principles that keep you focused on the right metrics and priorities.

2. Providing Industry-Specific AI Guidance

We're here to help you understand how AI affects your business, your people, and the systems you deliver to customers.

AI is already changing how integrators design systems, manage projects, develop proposals, support customers, and run day-to-day operations. Our members are using AI to:

- Reduce design time
- Improve job costing
- Automate administrative work
- Enhance sales enablement
- Identify new service and monitoring opportunities

As issues around data security, confidentiality, intellectual property, legal exposure, and workforce impact evolve quickly, responsible adoption matters. We're here to help you stay informed, ask the right questions, and move forward intentionally.

In 2026, NSCA will continue to focus AI conversations on how to use the technology safely and effectively. Through AI-focused BLC sessions, webinars, blogs, committee work, and resources like the *AI Policy Handbook*, NSCA will provide guidance that is practical, industry-specific, and grounded in real member experiences.

3. Developing Next-Gen Leadership and Improving Talent Pipelines

Integrators recognize the ongoing need for new talent (technical and back office) and the need to continue developing future company leaders.

NSCA remains focused on helping members identify and develop emerging leaders within their organizations. Initiatives such as the Excellence in Business Operations (XBO) Experience event and Next-Generation Academy content help companies recognize employees' leadership potential earlier so they can create clearer growth pathways.

At the same time, NSCA is expanding its focus on talent pipelines. In 2026, we'll introduce a *Workforce Development Playbook* packed with practical, industry-specific tools to help you attract and develop talent. It will include guidance on:

- Building school partnerships
- Engaging educators
- Promoting career awareness
- Strengthening onboarding and early-career development

4. Improving Visibility and Access to Member Resources

NSCA invests heavily in resources to help you operate more effectively and profitably. Our members have access to more than 650 templates and tools through our Essentials Library, as well as vetted partners they can connect with through our Member Advisory Council and Business Accelerators programs. We also maintain a deep library of research, articles, advocacy resources, and economic updates.

In 2026, we're focusing on better organizing, presenting, and accessing these resources so you can quickly find the tools and insights you need (and discover tools you didn't even know you had access to!).

5. Providing Guidance on Regulations and Compliance

Proposed laws and regulations may limit your ability to operate profitably, including legislation related to prevailing wage expansion and restrictions on limited-power installations like Power over Ethernet.

NSCA actively monitors legislative activity and works with the Connected Technologies Industry Consortium to advocate on behalf of the industry. We also track developments related to cybersecurity, school safety (through PASS K-12), sustainability, and licensing. We encourage you to use our legislative portal and resources, such as the *Guide to State Licensing*, to stay informed about new requirements and proposed changes.

A Note of Thanks

The pace of change facing integrators is relentless. Beyond technology, you must navigate margin pressure, compliance challenges, consolidation, and economic uncertainty.

We thank the members who rely on NSCA for resources, insight, and advocacy to confront these headwinds with confidence and clarity. We're proud to serve as your business resource, your industry voice, and your trusted advisor.

None of this work happens without you. We look forward to supporting your continued success in 2026 and beyond. ■

3 Ways Integrators Can Stay Relevant in 2026

As technology evolves and customer expectations rise, you must refine how you communicate, position value, and deliver measurable business outcomes.

As the integration industry moves through 2026, one truth stands out: **Relevance has become the ultimate competitive advantage. You must align closely with what your clients value.**

Industry forecasts show continued growth driven by:

- Hybrid work
- Security and life-safety advancements
- AI-enabled systems
- Experiential technologies

Meanwhile, buyers increasingly prefer partners that understand their business goals instead of simply pitching solutions.

To stay essential, the most successful integrators excel across these three disciplines.

1 Adapting Communication to How Customers Prefer to Engage

High-performing teams recognize that every customer makes decisions differently. Adapting to these differences increases trust and deal velocity. Rather than relying on one communication style, observe how each customer processes information, evaluates risk, and prefers to interact.

Some customers want brief, direct exchanges. Others prefer collaborative dialogue or a detailed, structured walkthrough. Top performers succeed because they:

- Match the customer's pace and tone
- Provide the level of detail the customer values
- Clarify expectations in the customer's preferred format
- Use small, meaningful adjustments to reduce friction

These micro-adjustments **make customers feel understood.** Making intentional communication pivots strengthen trust and long-term relationships.

2 Centering Every Conversation on the Customer's Business Objectives

Lead with **the customer's business priorities, not technology.** Whether you're engaging a CIO, facilities director, or departmental leader, high-performing teams anchor discussions in business outcomes.

This mirrors 2026 buying behaviors:

- Customers expect providers to demonstrate an understanding of their goals before recommending solutions.
- Buying groups are larger than ever, making thorough discovery essential.
- Customers reward partners that help them anticipate challenges and frame decisions in business terms.

Top organizations **use structured questioning** to uncover context, business objectives, unmet needs, and long-term aspirations. This enables them to build solutions tied to measurable results.

Integrators that consistently make these connections shift from being perceived as vendors to being recognized as strategic partners, leading to stronger footholds, higher win rates, and expanded accounts.

3 Proving Value Through Consistent Execution and Documented Results

Relevance isn't created in a single meeting but reinforced through disciplined execution. Learn to **prioritize weekly planning, preparation, reliable follow-through, and consistent communication.** These habits build trust and differentiate far more than presentations.

High-performing integrators demonstrate value by:

- **Documenting outcomes:** Capture and share evidence of impact, including reduced downtime, faster deployments, fewer service incidents, smoother operations, or improved user experience.
- **Acting as customer advocates:** Cultivate customer champions who will vouch for their results and credibility.
- **Offering proactive insight:** Rather than waiting for issues to arise, choose to share trends, risks, and opportunities that help customers stay ahead.

As customer expectations climb in 2026, you can prove value early, clearly, and repeatedly throughout the entire customer relationship . . . not just when you're selling. ■

Becoming Essential in 2026 and Beyond

Staying relevant in 2026 means mastering the fundamentals customers value most: clear communication, business alignment, and reliable follow-through.

When those habits become daily practice, relevance stops being a goal and starts being your reputation.

Revenueify is an NSCA Member Advisory Councilmember.



An XBO Scholarship that Sparks a New Leadership Mindset

How one rising leader found clarity, confidence, and community through NSCA's XBO Experience.

As a project manager at Tempest Technologies, Alona Thompson was already asking smart questions, looking for better ways to serve clients, and thinking about what it really means to lead.

When a trusted colleague recommended that she attend NSCA's [Excellence in Business Operations \(XBO\) Experience](#), Thompson was curious about what she might learn. When she realized she qualified for a Jeff M. Kindig Future Leaders Scholarship, an opportunity made possible by the [NSCA Education Foundation](#), she knew she was ready to connect with and learn alongside other rising leaders in commercial integration.

This scholarship filled me with motivation and a sense of responsibility to give my best, work hard, and prove that the trust placed in me is not misplaced," says Thompson. "My goal is to become a leader who leads with empathy and purpose, supports others, shares knowledge openly, and encourages new minds to join this industry."

How Leadership Looks Different After Attending XBO

Having valuable tools she could bring back to her role once XBO was over was one of the biggest benefits of the event for Thompson.

For instance, the Three What Method, shared by Texadia Systems' Dawna Payne, gave her a structure to help debrief challenges. Focus on:

- What happened
- What was learned
- What will be done differently next time

That way, lessons aren't lost in the rush of the next deadline.

Insperty's Sonya White shared the idea that trust and openness allow teams to thrive. "That vulnerability is not weakness but strength," says Thompson.

Bit by bit, the concepts and frameworks she learned are shaping the kind of leader she wants to be.



Why XBO Stood Out

For Thompson, XBO was a leadership event unlike any other for three reasons: connection, perspective, and energy.

1. Connection

Networking time quickly became one of the most valuable parts of Thompson's XBO experience. Meeting integrators, leaders, and peers from all corners of the industry let her step outside her day-to-day world at Tempest to see how others structure their teams, serve clients, and navigate constant change. Those conversations gave her a clearer sense of where she fits in the broader integration ecosystem and how her work contributes to something bigger than a single project or jobsite.

2. Perspective

Hearing directly from founders, CEOs, and seasoned leaders changed how she thinks about leadership. She was reminded that leadership is about revenue, utilization, and backlog, of course, but also about the families behind every employee and the long-term impact of decisions.

3. Energy

Instead of finding a competition or cutthroat environment, she found a room full of contagious optimism: people openly sharing what works, being honest about what doesn't, and encouraging one another to keep pushing the industry forward. "Everyone I met was open and full of excitement for what's ahead. It was impossible not to feel inspired and uplifted by the sense of community that filled every room."



A New Definition of Leadership

Thompson left with a new understanding of leadership: It begins with a decision to take responsibility, act, and move forward.

"As one speaker said, 'It starts with a simple phrase: "I intend to ..." ' From there, accountability and progress follow naturally."

The [Jeff M. Kindig Future Leaders Scholarship](#) gave her the chance to experience XBO, and Thompson wants to make sure others take advantage of this opportunity from the NSCA Education Foundation. "It's an investment in your growth. From learning about new technologies and industry trends to connecting with inspiring leaders and peers, this experience will challenge, energize, and empower you at every stage of your career." ■



Apply for the Jeff Kindig Scholarship

There's a leadership gap in too many companies in commercial integration. XBO helps eliminate the barriers that prevent young professionals from rising to leadership roles.

Industry professionals who see themselves as next-generation leaders and rising stars within their companies can apply for a scholarship for free registration to XBO!



Apply Today

SMARTER AV SOLUTIONS TO MODERNIZE CAMPUS LEARNING

Transform higher education learning experiences with AV solutions that promote collaboration, provide flexibility and enable inclusivity.



Your Shortcut to Understanding State Licensing for Limited-Energy Systems

State laws for fire alarm, security, AV, and other limited-energy systems aren't always clear, but NSCA's guide gives you a fast way to check requirements.

Licensing in the systems integration industry is confusing.

For electrical work, for example, the expectation is straightforward: The National Electrical Code (NEC) serves as the basis for licensing electricians and electrical contractors.

When it comes to the installation of commercial technology systems, however, laws vary from state to state (and sometimes even within the same state: Alabama is a good example).

Our advice: Before you do any work, **always check the state (and the specific county or city)** rules whenever you have a project scheduled to make sure you meet the requirements.

In some cases, there may be no statewide licensing conditions for certain technology systems (like Colorado, where no statewide license is required for alarm systems). In other states, certain limited-energy technology systems do require a license (in Delaware, for example, no license is required for communication and limited-energy work, except for fire alarms).

How do you keep it all straight, especially when the state laws governing installation of limited-energy systems change all the time?



[View Guide](#)

NSCA has a resource that can help: our *Guide to State Licensing*.

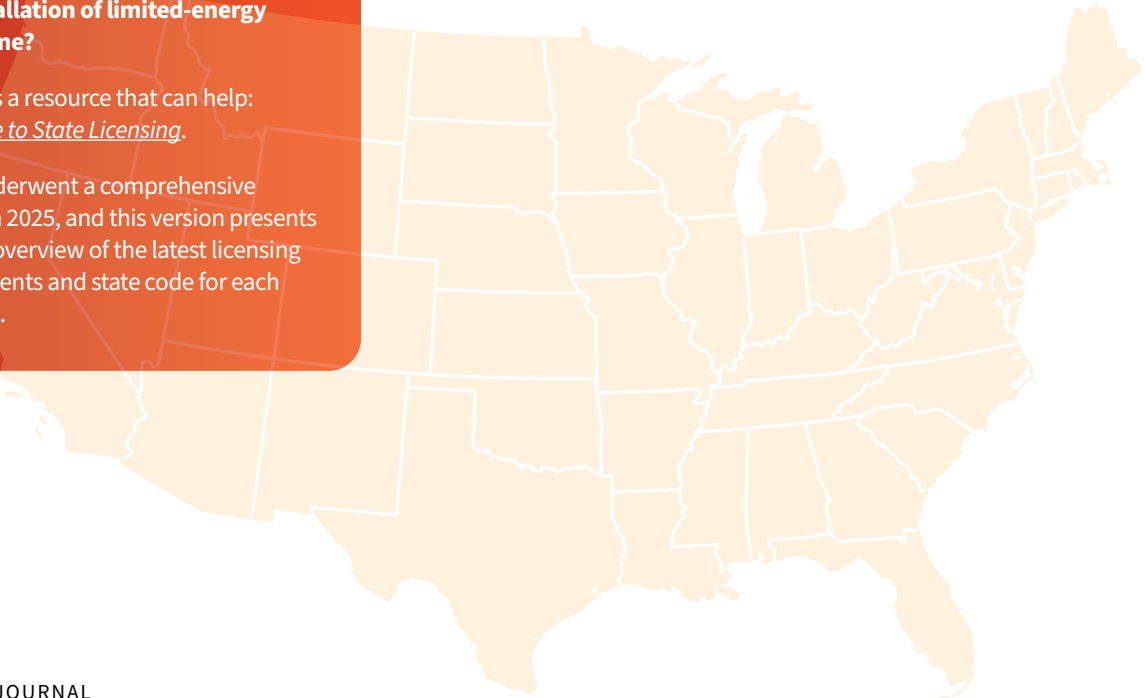
It just underwent a comprehensive update in 2025, and this version presents a recent overview of the latest licensing requirements and state code for each U.S. state.

For each state, the new *Guide to State Licensing* covers:

- Alarm system requirements
- Electrical contractor/electrician requirements
- Low-voltage/limited-energy requirements
- Approved reciprocal states
- Other contractor license requirements (GC, etc.)
- License types and associated fees
- Which version of the NEC the state follows
- Relevant state contact information

The *Guide to State Licensing* is a valuable tool that puts licensing requirements at your fingertips. Instead of a PDF download, we've also turned it into an online-only tool. It's easy to navigate and can be updated as changes occur. As you browse, you can see when each state's information was last revised.

Use this guide as your first stop when you bid or plan a project. You'll be able to quickly confirm what's required before you pull permits, sign contracts, or put technicians on-site. ■



Top 5 Legislative Issues that Could Hit Integrators in 2026

Policy battles you rarely hear about can shape your business for better or for worse.

Most integrators never realize how close certain legislation comes to impacting their business.

This year, there are five legislative and regulatory issues you should monitor closely. Each one could affect project scope, labor costs, licensing requirements, and business viability.

1. Right to Repair Laws

Without appropriate exclusions, these laws could enable untrained individuals to attempt repairs on fire alarms, nurse call systems, mass notification systems, and security infrastructure. Improper repairs create safety concerns, liability exposure, and reputational risk for integrators that service compromised systems after the fact.

While NSCA has been effective in securing carve-outs in many states, new versions of right-to-repair proposals continue to emerge.

→ What to watch for:

- New bills introduced at the state level
- Language that blurs the line between consumer electronics and commercial systems
- Efforts to weaken or remove life-safety carve-outs

2. Prevailing Wage

Integrators continue to encounter scenarios where prevailing wage applies unexpectedly, such as in privately owned developments tied to tax incentives, abatements, or public financing mechanisms.

Two prevailing-wage trends are especially concerning:

- **Classification ambiguity:** Integrators are lumped into higher-cost labor categories (such as electricians) due to a lack of clearly defined prevailing-wage classifications for integration work.

- **Scope creep:** Prevailing wage is applied to off-site prefabrication, rack assembly, and service-related work that wasn't part of the original intent of these laws.

Financial implications can be severe if prevailing-wage requirements are discovered after a project is underway.

→ What to watch for:

- Expansion of prevailing-wage definitions
- Application of prevailing wage to off-site or prefabrication work
- Increased enforcement scrutiny tied to labor classifications

3. Industry Classification

How integrators are classified within construction standards, labor frameworks, and insurance systems has consequences in terms of how projects are specified, insured, bid, and awarded.

Recent proposals to roll integration work back under traditional electrical classifications highlight how fragile the industry's professional identity can be when it isn't actively defended.

→ What to watch for:

- Changes to construction specification frameworks
- Federal occupational classification updates
- Regulatory language that dilutes or misrepresents the integration trade

4. Limited Energy vs. High Voltage

As technologies like PoE lighting, fault-managed power (Class 4 power), and smart building systems converge, legislative efforts continue to redefine what qualifies as "high-voltage work." These proposals can stop you from performing work you've safely handled for decades.

→ What to watch for:

- State-level bills redefining voltage thresholds
- Licensing requirements tied to PoE, Class 4 power, and/or smart lighting
- Restrictions that require subcontracting traditionally integrator-led scopes

5. Licensing and Credentialing

State-by-state licensing requirements remain one of the most persistent operational challenges for multi-state integrators. Beyond basic license reciprocity issues, some states impose structural requirements that dramatically affect project feasibility and profitability.

Approval timelines, enforcement variability, and evolving interpretations of limited-energy exemptions add another layer of risk for companies operating across multiple jurisdictions.

→ What to watch for:

- Changes to state licensing frameworks
- Increased enforcement of physical presence requirements
- Delays or new barriers tied to credential approvals
- Awareness Is a Competitive Advantage

NSCA continues to monitor, influence, and respond to legislative developments that affect commercial integration.

The more you understand what's at stake, the stronger and more credible our advocacy becomes. ■

Stay informed and engaged.



[Learn More](#)

Insights to Help You Stay Ahead of the Economy

Get a preview of economic intelligence from Dr. Chris Kuehl and get his real-time read on growth, risk, and demand.



Dr. Chris Kuehl

What if you could see around economic corners?

We've got the next best thing: access to a powerful viewpoint on the economy through Dr. Chris Kuehl's recurring briefings.

Designed to read like a daily brief for business leaders, Dr. Kuehl and his team turn macro trends into clear signals you can understand and respond to based on how they translate to project funding, backlogs, and customer sentiment in real-time.

Here's a peek at the kind of intelligence NSCA members can tap into every week.

What The Economy Is Signaling Right Now

Dr. Kuehl and his team describe a U.S. economy that's slowing from the post-pandemic surge but still growing modestly: **Real GDP is projected around the low 2% range through 2026.**

Consumer confidence has improved but remains fragile, and spending is skewing toward "cheap thrills and necessary services" (as he describes it) rather than big-ticket, discretionary items. Projects will move forward, but buyers will scrutinize value, ROI, and risk aggressively.

Construction and Sector Insights for Integrators

Opportunity is shifting, but it hasn't disappeared. As of early March, non-residential construction is essentially flat after inflation. Construction slowdowns are occurring in manufacturing, which is down 11.4% year-over-year and 2.5% month-over-month.

Even with that slowdown, however, manufacturing construction is still running at more than four times its pre-pandemic volume.

Power generation, transportation, water/wastewater, and office are segments that will show strong year-over-year growth, with data center, power, healthcare, and manufacturing expected to remain among the best opportunities ahead.

Energy, Geopolitics, and Supply Chain Pressures

In early March, crude and diesel price spikes due to conflict in the Middle East and the temporary closure of the Strait of Hormuz, with U.S. crude effectively being treated as a global reserve supplier again.

Diesel prices have jumped sharply (nearly 8% in the United States and close to 19% in Europe in earlier commentary), putting cost pressure on freight, field operations, and integrators heavily dependent on trucking.

Dr. Kuehl estimates that the global economy has about 30 days of buffer before supply disruptions in critical inputs like chips and industrial gases start to create real shortages, which would push recession risk to roughly 40% and shave U.S. GDP growth down toward the 1% to 1.5% range if the conflict drags on.

Labor, AI, and the Human Factor

The briefings point to AI handling more and more routine tasks, elevating the importance of human skills like communication, relationship-building, and critical thinking. These are exactly the skills that successful sales engineers, project managers, and service leaders need to stand out and win trust.

This insight only reinforces the need to develop people who can not only configure systems but also translate technology into business outcomes.

Turning Intelligence into Integration Strategy

Dr. Kuehl's ongoing analysis is mapped to near-term business risks and opportunities, with running commentary on:

- Mortgage rates and housing (which drive certain kinds of commercial demand)
- Construction put-in-place by sector
- Oil and diesel dynamics
- Bond markets
- Global PMIs

Instead of trying to weave dozens of data points together on your own, they shine a light on what matters now, what might change in the next 30 to 60 days, and where to focus your sales, staffing, and investment decisions as conditions evolve.

For \$15 per month, you can subscribe to receive his insights, which include:

- **THE WATCH report:** a running intelligence estimate based on the monitoring of trigger events
- **THE FLAGSHIP report:** covering a broad range of topics in a concise manner three times per week

Both give you timely, actionable data directly related to the day-to-day operations of your business. ■



Subscribe

Use PASS Guidance to Strengthen K-12 Security Work



Watch these webinars on-demand to sharpen your approach to legislative, physical, and digital school security.

For integrators that serve K-12 schools, safety conversations are getting more complex by the minute. New state mandates, shifting grant requirements, and evolving community expectations are forcing districts to rethink how they design and fund security, which changes the questions they ask you, the timelines they work on, and the criteria they use to evaluate your proposals.

In February, the Partner Alliance for Safer Schools (PASS K-12) hosted a three-part Mid-Winter Webinar Classic series that's now available on demand. Watching them is a great way to keep up with what schools are being asked to do, and how you can address those pressures with practical solutions.

1. Compliance in a Confusing World



Watch Now

This session tackles the policy and legislative side of school safety as experts walk through the role of a security team and how to engage lawmakers and local stakeholders effectively. It answers big questions like:

- How can unfunded mandates that strain resources be avoided?
- What does it take to assemble a security team that truly works?
- How can schools use digital tools to give first responders a clear view of campus layouts during an incident?
- How can new laws and guidance be translated into practical steps districts can implement?

You'll find out how and where to find powerful advocacy tools at NSCA.org, dive into digital mapping and using electronic floor plans, and unpack the real-world impact of Alyssa's Law as it relates to panic buttons, emergency communications, and standardized mapping requirements.

2. Demystifying Doors and Door Hardware



Watch Now

This webinar discusses some of the most visible and misunderstood aspects of physical security: doors and door hardware. PASS experts start by looking back: Since Columbine, school safety has been on par with curriculum as a board-level priority, but mass-casualty events and daily safety incidents continue to make headlines. Have schools retained and implemented lessons learned over the past 25+ years? What do these lessons teach us about doors, locks, and related hardware?

You'll explore the role of code-compliant door hardware and related technologies in specific safety scenarios. You'll also see why schools struggle to consistently implement and maintain standards over time and learn about technologies that can help administrators close gaps without creating liabilities.

3. Creating a Culture of Safety



Watch Now

This webinar brings digital infrastructure and cybersecurity into the school safety conversation, covering current risks facing schools. With digital transformation and unified solutions embedded in everyday school operations, the attack surface for cyberthreats has grown significantly.

Find out more about the Digital Infrastructure layer that was added to the most recent version of the PASS Guidelines and how it fits into the overall tiered continuum. You'll also discover how to build a strategic, phased approach to cybersecurity that can help schools be proactive instead of reacting to individual incidents or vendor pitches.

By discussing foundational data networking best practices and basic principles for connecting devices securely, you'll be better equipped to have meaningful conversations with IT leaders and administrators.

A Shortcut to Better K-12 Conversations

If you want to better support K-12 schools this year, watching these webinars is an efficient way to get up to speed on legislative, physical, and digital school safety issues before the next bond issue, grant cycle, or renovation project hits.

After watching this series, you'll be able to walk into your next K-12 security conversation with more context, better questions, stronger recommendations, and proposals that align with the PASS Guidelines and language that will be familiar to district leaders. ■

A Year to Grow Up: What 2026 Will Demand from Integrators

Integrators are as busy—and as relevant—as ever. But they’re also under exceptional pressure to change how they staff, sell, support, and deliver.

Every January, NSCA sits down with Commercial Integrator to discuss what integrators are experiencing in the field. Data from the annual State of the Industry survey is paired with candid industry insights, and we invite members to listen in.

In this year’s survey, leaders told us about strong pipelines, backlogs, and technology trends that appear to favor the channel. Many firms are busy, and few expect a dramatic collapse in demand.

But this **optimism is cautious in 2026**. It’s tempered by worries about inflation, tariffs, margins, and more tightly governed customer spend. On top of that, integrators are being pushed into roles and responsibilities they didn’t have to own even a few years ago.

Integrators are as busy—and as relevant—as they’ve ever been. But they’re also under exceptional pressure to change how they staff, sell, support, and deliver.

Here’s a quick recap of what we discussed during our State of the Industry webinar in January 2026.

Busy, But on Edge

Integrators are busy, but they don’t feel comfortable. Backlogs remain solid and, in many cases, are higher than they were just a few years ago.

- Some integrators are carrying months of committed work
- There’s a sense of pent-up demand from projects that were delayed or slowed during earlier waves of economic uncertainty
- Sales teams are talking about robust pipelines and a steady flow of opportunities across verticals

But volume alone is no longer a comfort, and that creates a business climate where **“busy” and “healthy” aren’t the same**.

Leaders are being more selective about the work they take on. Instead of chasing every RFP, they’re applying tighter “go/no-go” criteria, looking at factors like margin, risk, resource constraints, and strategic fit before committing.

Mid-sized firms with established processes and financial discipline report backlogs that cover a high percentage of fixed overhead; they can be choosy. But smaller firms may only have enough to keep crews busy for a short period . . . not enough to absorb the impacts of a bad project, a delayed payment, or an unexpected downturn in a key vertical.

The firms that end 2026 in the best position will likely be those that treat backlog as a strategic asset, not a number.

Taking on New Kinds of Partnerships

Clients aren’t just buying conference room equipment or a camera system anymore: They’re asking for standards, templates, and consistent experiences across buildings and regions. Integrators that built their businesses to serve a local market are now being asked to:

- Support multi-location rollouts
- Deliver a common user experience in dozens of sites
- Take responsibility for keeping all systems everywhere current

In many cases, **hiring more people and opening more branches won’t get the job done**. Instead, the conversation is shifting toward building partner networks, alliances, and “co-opetition.” (This is a term coined by David Fisher, president of IMS Technology Services’ Systems Integration Division, and we think it’s great: On one project, a peer firm might be a rival; on the next, they’re a delivery partner that fills a skills gap.)

For many integrators, this kind of collaboration is the only practical way to offer “master systems integrator” capabilities. (See page 6 for more details on what this means.)

Clients are also increasingly asking integrators to step up as AI, IT, and cybersecurity advisors. After all, if you’re connecting devices to the network, you should be able to talk credibly about threats, hardening, and management. But the reality is this: Many integrators are still trying to figure out these topics internally.

The integrators that choose to own these conversations and capabilities—often in partnership with vendors, specialists, or other service providers—are the ones that will build long-term relationships with clients.

Recurring Revenue Is Still Stuck

Many integrators have invested in remote monitoring, support contracts, and/or managed offerings to bolster recurring revenue. But, when you look at the numbers, the shift is merely incremental. For most firms, the **bulk of revenue still comes from projects**.

Nothing is “broken,” per se, but it’s on autopilot. Integrators were built around project-centric operating systems:

- Sales compensation is tied to big deals
- Forecasting is built around closing dates
- KPIs reward volume and backlog more than lifetime value
- Finance and accounting are optimized to recognize and manage one-time project wins

Integrators know they need to move forward, but many are trapped between knowledge and execution. They agree with the strategy but **haven’t retooled their organizations** to sell, deliver, and measure services at scale.

Moving the needle requires operational changes that are often uncomfortable and slow:

- Carving out dedicated roles or teams whose primary job is to sell and deliver services
- Building out monitoring and support infrastructure
- Changing how you talk to customers
- Framing every engagement in terms of uptime, outcomes, and lifecycle
- Reworking incentive plans
- Retraining account managers
- Being willing to walk away from deals that don’t create a viable path to ongoing engagement

Leaders in 2026 will work toward rewiring their organizations so services start becoming part of the core story.

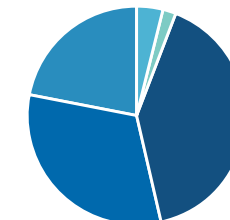
Talent Continues to Be the Biggest Constraint

As integrators work toward adding services, growing partnerships, and expanding their advisory roles, they face a stubborn constraint: **people**. Even when leaders see opportunities in front of them, they can’t say “yes” unless they know they can staff the work without burning out their teams.

It’s no surprise that talent is still the No. 1 issue limiting what many firms can accomplish or take on. Technical roles are particularly tough to fill: **Experienced field technicians, programmers, engineers, and project managers are all in short supply**. And the competition isn’t just other integrators . . . it’s also IT consultancies, manufacturers, and clients that are building internal technology teams.

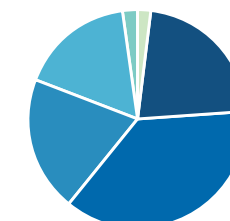
What percentage of your current full-year revenue is services-driven or subscriptionized?

- 2% (31-40%)
- 22% (11-20%)
- 41% (>5%)
- 4% (21-30%)
- 32% (5-10%)



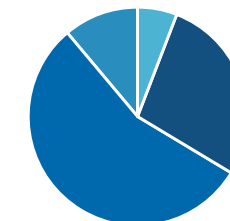
What percentage of your forecasted 2026 revenue do you expect will derive from service offerings?

- 2% (>50%)
- 20% (11-20%)
- 22% (<5%)
- 17% (21-30%)
- 37% (5-10%)
- 2% (31-40%)



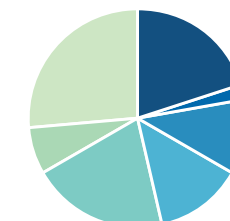
What is your staff's level of training and readiness to tackle IT installations?

- 6% (Not Applicable)
- 28% (Completely Ready)
- 56% (Still Working On It)
- 11% (Not Sufficiently Trained)



What is the hardest type of role to fill?

- 20% (Installer/Technician)
- 2% (Operations)
- 11% (Programming)
- 13% (Project Management)
- 20% (Sales)
- 7% (System Design/Engineering)
- 26% (All of the Above)





Watch the Webinar!

Listen to our full conversation about the State of the Industry survey any time.

Outside the industry bubble, not many people realize that the commercial integration industry even exists. That makes traditional recruiting channels less effective and pushes forward-thinking firms toward “grow-your-own” strategies through:

- Internships and apprenticeships
- Partnerships with local schools
- Structured training programs
- Establishing clear internal pathways

In an environment where demand outpaces talent, pay and benefits matter . . . but so do leadership, flexibility, and the sense that employees are learning and advancing.

Integrators that make deliberate investments in talent—and in developing a healthy work culture—will be in the best position to capture and sustain growth.

Where the Real Work Starts

In 2026, the **bar is higher**. Clients want multi-location standards and lifecycle partners, not one-off projects. They expect integrators to speak fluently about AI, networks, and risk. Owners need to boost recurring revenue, margins, and project discipline . . . not just backlogs.

This is a year of growing pains: The industry has no choice but to leave some of its old habits behind and replace them with new operating models and behaviors.

Use conversations like the ones held during the State of the Industry webinar as a mirror: Be honest about where business is today, and decide what has to change so you can keep up with what clients already assume you can do. ■



Chris Wasp Jr., Member of the NSCA Board of Directors



We met up with Chris Wasp Jr., member of the NSCA Board of Director and CEO at Ronco, to ask him a few questions.

Q: Can you describe the most rewarding parts of your role at Ronco?

A: The most rewarding part of my role is watching Ronconians grow and accomplish what once seemed impossible. Seeing people challenge themselves, develop, and succeed, both as individuals and as a team, is awesome.

Q: How can members lean on NSCA for help in addressing these challenges?

A: In an evolving landscape, having a network of peers who understand your business and are willing to share ideas and experiences is incredibly valuable. NSCA is this kind of community. My advice to members is simple: Lean into it and join the conversation. Learn from one another. The NSCA team is happy to help you connect.

Q: What are the biggest opportunities that Ronco and the industry face?

A: From my perspective, the biggest opportunity for both Ronco and our industry lies with our customers. They already hold many of the answers we’re looking for. The real challenge (and opportunity) is making the time to listen, engage, and truly understand their evolving needs. When we do that well, we don’t have to guess what the next big thing is. Our customers help show us the way.

Q: What’s a fun fact that most NSCA members don’t know about you?

A: When I’m not driving my three sons to their next sports game, I can really geek out on history books. If you looked at my bookshelf or Audible account, you’d find everything from ancient history to the American Revolution to the Cold War, and the list goes on. I find it all fascinating because each era is a piece of the puzzle that helps explain our world today. ■

Q: What is the biggest challenge related to running an integration company right now?

A: One of the biggest challenges today in our industry, but goes beyond it as well, is avoiding the trap of relationships becoming too transactional. This applies to employees, customers, and business partners. Technology and remote work have created a lot of efficiency, which is great, but can also create distance. Being active and intentional about building and maintaining human connections is key to build trust and team success.

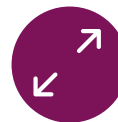


At LinkLab, we’re not just here to get things done -- **we’re here to accelerate your business growth** with tailored solutions that simplify the complex and streamline your operations. Think of us as your backstage crew, making the magic happen while you take center stage. Plus, we tailor our approach to meet your unique needs, so you can count on a consistent revenue flow that scales with your business.

With our industry-leading expertise and extensive resources, we connect you to the tools, knowledge, and insights needed to ensure every project hits the mark efficiently, cost-effectively, and with results that drive impact. We’ll take care of the details, giving you the opportunity to steer your business forward.

By partnering with us, you’ll unlock new opportunities for business growth.

Connect with us to get started today »



Scalability

Adapt to changing market demands without overextending internal teams.



Flexibility

Customize revenue-generating strategies to fit the unique challenges of your business.



Cost Efficiency

Streamline operations and optimize your spending.



Time Savings

Free up your time to focus on other priorities.



Technological Edge

Stay ahead with the latest tools, technologies, and insights that will help your business thrive.

Lencore

XAVIA has already helped integrators save 500+ hours and \$120,000 in just 3 months. Are you next?



By combining sound masking, paging, and music into one platform, organizations can reduce installation time, lower costs, and create a more functional acoustic environment across corporate, healthcare, educational, and government spaces. Lencore helps organizations get more value from their sound masking systems by integrating paging and background music into the same network. With the addition of Lencore's MusicPage- Interface units—the G1505 MPI or G505 MPI—sound masking systems can deliver paging, audio, and music without separate infrastructure. These MPI units use existing cables and speakers, support flexible zoning, and provide centralized control.

Sharp

Intelligent Display Solutions for a Brighter World



Sharp's full line of indoor and outdoor direct view LED video displays provide attention-grabbing, high contrast and intensely bright images in the brightest environments. With our vast portfolio of products from the simplicity of our turnkey LED kits, to fully realized custom installations, Sharp has the capability and know-how to perfectly realize your vision. Using high-quality components, as well as industry-leading support, our LED walls have the quality and reliability you have come to expect from Sharp.



In 2026, Microchip's Power over Ethernet (PoE) department is set to introduce several notable advancements that will shape the future of networked power delivery. The coming year will see the expansion of Microchip's energy-efficient PoE portfolio, providing new options for customers seeking to optimize power consumption in their connected devices. Alongside this, the portfolio of PoE solutions tailored for the industrial market will be broadened, addressing the unique requirements of robust and reliable power delivery in demanding environments. Microchip is also preparing to enhance its outdoor PoE offering, ensuring that solutions are equipped to meet the challenges posed by external installations and variable weather conditions. These developments reflect Microchip's ongoing commitment to innovation and responsiveness to market needs. As the year progresses, customers and partners can anticipate further updates and refinements, as the PoE department continues to evolve its product range to support emerging applications and industry standards. Stay tuned for more information as Microchip unveils the next generation of PoE solutions throughout 2026.

Niveo

Big news from Niveo Professional AV over IP Switches! Our new line of switches is built for AV, simple to maintain and priced at a significant price savings to the integrator. We are certified by Crestron and in the last steps with Extron! Isn't it time for you to give Niveo a try?



ScreenBeam

Simplifying Organization-Wide Communication — More Than Wireless Display



In Q1, ScreenBeam continues to streamline communication across education and enterprise environments with its 1100P and FLEX Administrative Tools Bundles—extending wireless display into a broader platform for messaging, signage, and alerts.

The 1100P Administrative Tools Bundle delivers a tightly integrated solution for digital signage, emergency alerts, and scheduled messaging, all centrally managed and designed for high-visibility displays where reliability and uptime are critical.

The FLEX Administrative Tools Bundle offers the same core communication capabilities, with added flexibility in how tools are deployed—allowing organizations to activate signage, alerts, and messaging based on their specific operational needs, without unnecessary complexity.

Together, these bundles reduce the burden on IT teams, give administrators consistent control over communications, and ensure important messages reach the right displays at the right time—without adding infrastructure or disrupting existing workflows.

Lightware

This quarter, Lightware continues to push the boundaries of ProAV technology with a series of impactful product launches and enhancements. Throughout 2025 and into 2026, the company's booth at Integrated Systems Europe (ISE) has become a hub for industry professionals eager to experience next-generation AV solutions firsthand.



At ISE 2026, Lightware unveiled a range of breakthrough innovations focused on simplifying connectivity, scaling AV-over-IP workflows, and supporting flexible meeting environments. Among the highlights was the introduction of the USB-C BOOSTER-V1, a plug-and-play USB-C extension solution capable of delivering 4K video, USB data, and up to 100 W charging over longer runs, enabling highly adaptable BYOM/BYOD deployments.

Deepening integration with major collaboration platforms is another key focus. Lightware showcased enhanced Google Meet integration across Taurus UCX models, bringing certified BYOD support and automated control into Google Meet-powered spaces. This complements expanded support for Microsoft Teams Rooms and underscores Lightware's commitment to meeting diverse hybrid collaboration needs.

The company also highlighted the TPN MMU, a management unit that simplifies AV-over-IP system configuration and control, while the expanded HC60 Taurus lineup offers robust USB-C connectivity, 5K video support, and enhanced networking performance across the company's flagship device family.

From advanced hardware platforms to seamless platform integration and practical solutions that leverage existing infrastructure, Lightware's latest innovations reflect a clear vision: empowering integrators and end users with reliable, flexible, and future-ready AV technology.

VoltServer

VoltServer®, the pioneering leader in fault-managed power systems and creator of Digital Electricity® technology, announces its Solution Partner Program and strategic partnerships with CommScope, DCPacket, JMA, Sinclair Digital, and Southwire.



[Learn More](#)

To advance next-generation power initiatives and deliver standardized global solutions, VoltServer collaborates with industry innovators to accelerate adoption of fault-managed power. Working with leading power and connectivity partners, VoltServer is redefining power delivery for today's most demanding applications through integrated, end-to-end systems that set new standards for reliability, sustainability, and reach. Through the Solution Partner Program, vetted organizations gain access to VoltServer's patented technology to license, embed, private-label, or resell Digital Electricity solutions.

Sonance Professional

As we kick off Q1 2026, Sonance Professional is doubling down on your growth by investing heavily in the people and resources you rely on. By unifying our brand and strategically integrating Blaze Audio, we have evolved into a true systems provider. We've filled product gaps with high-output loudspeakers and pro-grade electronics, replacing mismatched components with streamlined solutions.



[Learn More](#)

Our focus remains on architecturally inspired audio that disappears into modern spaces. These investments ensure we aren't just reacting to the market, but providing the predictable, high-performance systems you need to lead for years to come.



[Learn More](#)

About the MXA320

At ISE 2026, Shure introduced the next generation Microflex® Advance™ Table Array Microphone, the MXA320. Providing high quality audio capture and flexible configuration for AV conferencing environments including boardrooms, huddle rooms and conferencing spaces. Featuring Steerable Coverage™ Technology, onboard IntelliMix® DSP, streamlined deployment with Designer System Configuration Software and intuitive remote management via ShureCloud, all housed in the same compact, low-profile design as its predecessor.

Intelligent Echo-Free Audio: Ensure every voice is heard with onboard IntelliMix Processing, which includes Acoustic Echo Cancellation (AEC), Speech Gating Threshold, Automatic Gain Control, and Noise Reduction algorithms.

Streamlined Configuration: With enhanced Steerable Coverage™ Technology, the MXA320 can be configured alongside other Shure devices from the perspective of the entire room, allowing for a quick setup.

Monitor With Confidence: Remote device management, real-time device monitoring of status performance, and firmware updates available with ShureCloud.

The MXA320 will replace the MXA310 Table Array Microphone and will begin shipping April 1, 2026.

Audio-Technica

System 20 PRO Digital Wireless Systems

Building on the success of the System 10 PRO, which took 2.4 GHz wireless microphone systems to a new level of functionality and convenience, the new System 20 PRO goes even further, offering a self-managing, plug-and-play 2.4 GHz system that's scalable to 20 channels and delivers the same dependable, high-quality audio – regardless of where you set it up. Each remote-mountable receiver unit can be paired with two transmitters in standard mode (to minimize latency) or four transmitters in HD mode (to maximize channel count). Audio-Technica's Wireless Manager software provides easy setup and control of systems with body-pack, handheld microphone, boundary microphone, or desk stand transmitters.



[Learn More](#)

Biamp

Elevate Presentations with Biamp Parlé Presenter Lift

Parlé Presenter Lift delivers conversational-level audio to audiences as presenters move freely across stages, in classrooms, training rooms, and many other venues—no lavalier, handheld, or podium microphones required. Precise Parlé ceiling microphone beam aiming and Tesira DSP feedback suppression enable seamless presenter transitions without microphone handoffs or complex event setup. Beam Locking settings focus exclusively on presentation audio, while Frequency Shift Feedback Suppressor eliminates feedback. Presentation Space Designer simplifies system design with optimized microphone placement and beam aiming. The result: effortless presenter amplification that works immediately after initial installation, eliminating the microphone management and operational complexity.



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SMARTER AV SOLUTIONS TO MODERNIZE CAMPUS LEARNING

Transform higher education learning experiences with AV solutions that promote collaboration, provide flexibility and enable inclusivity.

legrand | AV

LWR LIGHTWARE

WE SPEAK YOUR ROOM'S LANGUAGE

Google Meet | webex by CISCO | Microsoft Teams | zoomrooms

- ▷ Automatic BYOD switching
- ▷ 4K content sharing
- ▷ Call status detection
- ▷ Option to add in Room Controls
- ▷ USB/Serial/IP Options for connection
- ▷ Native monitoring
- ▷ Works with touch panel for meeting control

TAURUS UCX

www.lightware.com

Bose Professional

The Bose Professional DesignMax Luna pendant loudspeaker offers full-range performance from a sleek, modern design—making it easy to get great sound in open-ceiling spaces. The proprietary Ring Array™ configuration combines eight 2” mid-high drivers with an integrated 8” woofer, delivering clear, balanced sound down to 40 Hz. With 111 dB max SPL and consistent 140° coverage, Luna reduces the number of speakers needed while preserving clarity, aesthetics, and design flexibility. Single- or two-point suspension allows for fast installs and perfectly balanced hangs—even in challenging ceiling conditions—while concealed wiring keeps everything looking clean. Luna marks a giant leap forward in pendant loudspeakers, raising the bar for what’s sonically possible in retail stores,



[Learn More](#)

Christie

Christie® Korus Series is a new range of versatile, value-packed 4K UHD+ 1DLP projectors powered by advanced 0.8” HEP DMD technology that deliver up to 14,250 lumens of brightness, 1,500:1 native and 25,000:1 dynamic contrast, and exceptional lumen-to-watt efficiency. Compact and only 38 lbs, Korus Series is 30% lighter than comparable models, setting a benchmark for portability in its class.

Space-constrained projects are simplified, and extensive connectivity powers seamless integration, as Korus Series combines omnidirectional flexibility, eight interchangeable lenses, including a Z-shaped ultra-short throw lens, built-in Twist for warping and blending, and optional Mystique for camera-based alignment.



[Learn More](#)



Complete solutions for security, safety and communications – with unified control

Announcing AXIS Audio Manager Pro integration with AXIS Camera Station Pro. Manage a complete solution of Axis IP products from a single software interface. Control all these IP devices under one pane of glass when Axis video management software is connected with Axis audio configuration software.

- Video surveillance cameras
- Network audio devices
- Intercoms
- Access control

Unified systems to act on what you see. Control and integrate cameras, speakers and more. Integrate Axis network audio with mass notification software for complete control of all your daily and critical communications to keep people safe and informed.

Learn more about how these solutions integrate at www.axis.com. Or connect with your local Axis representative by calling 1-800-444-2947.



[Learn More](#)

Herman Integration Services

HIS Ventures Joins Field Nation

HIS Ventures is now officially part of Field Nation LLC, a leading labor marketplace for field services, expanding Field Nation’s presence in the audiovisual (AV) industry. Since partnering in 2024, the organizations have onboarded more than 130 AV integrators, launched LaborFlex to help integrators find qualified AV talent faster, and expanded their AV partner network to over 30 organizations nationwide. The Herman Integration Services (HIS) brand will continue operating as a dedicated Field Nation division, combining deep AV expertise with Field Nation’s technology, scale, and on-demand network of skilled technicians to better support integrators nationwide.



[Learn More](#)

HP Poly

HP Poly’s Comprehensive & Flexible Video Portfolio - Poly allows your clients to look and sound their best anywhere and everywhere. From USB Video Bars to All-In-One Video Bars to Android- and Windows-Based Modular solutions, Poly delivers industry-leading, AI-driven audio and video quality, ease-of-use, and seamless integration.

POLY A/V ENHANCEMENTS:

- RS232 dongle for legacy control of the Poly G62 modular video solution.
- Multi-mic mixing with the Studio A2 Bridge and A2 microphones

Engage our TD SYNEX HP/Poly Team (E: HPPSG@tdsynnex.com) for more information or to let your clients experience Poly through our Demo Pool and Video Try and Buy Program!



[Learn More](#)



Expands Offering with Premade Fiber Cables

Cleerline, a leading manufacturer of fiber optic infrastructure cable and connectors, has expanded their line to include factory terminated patch cords in both standard and custom configurations. Unlike traditional fiber cables that require delicate handling and rigid cable paths, Cleerline patch cords leverage their patented SSF™ fiber to provide a 72% tighter bend radius, 187% higher impact strength and 30% longer cable life.

Ideal for wiring racks, enclosures and pre-measured cable paths, Cleerline SSF patch cords save time while eliminating the need for bulky cable insulation and armor while still delivering industry-leading durability. Constructions include standard LC, SC simplex, and duplex cables, as well as multi-strand MTP and MPO high-density configurations.

Fully leveraging the durability of patented SSF fiber, Cleerline patch cords are also available in 2.0mm, 1.6mm and 1.2mm ultra-thin cable diameters providing high-density wiring while ensuring airflow and thermal management.

Cleerline SSF patch cords can be designed and ordered online at Cleerline.com or through a world-wide distribution network.



[Learn More](#)

American Time & Signal

American Time continues to advance campus communication, time synchronization, and signaling solutions for education, healthcare, and industrial installations. Recent enhancements include expanded capabilities within the EverAlert® communication and notification system, featuring a new integration with Raptor Technologies® to enable faster, more coordinated safety and 911 incident response. Complementing IP-based, PoE, RF wireless, and wired clock systems, American Time solutions are engineered for seamless integration with existing networks and building systems. American Time is actively expanding its Value-Added Reseller program and invites qualified partners to grow their solution offerings and revenue through proven, specification-ready systems.



[Learn More](#)

AtlasIED

AtlasIED launched the new Atlas+Fyne FC-D (Ceiling), and FS-D (Surface) Dante-enabled PoE++ loudspeakers that deliver full-bandwidth, high-output performance by combining the efficiency of PoE++ power delivery with the acoustic precision of Isoflare™ point-source transducer technology. Unlike traditional PoE loudspeakers, which compromise headroom and dynamic range due to power limitations, this solution leverages PoE++ to unlock the loudspeaker's full performance potential via a single network cable. The result is the first PoE loudspeaker capable of delivering premium audio without sonic trade-offs, redefining expectations for network-powered loudspeakers.



[Learn More](#)

At the heart of each model is the Isoflare driver, a true point-source transducer engineered for phase-coherent summation across the entire passband. Its integrated waveguide geometry ensures constant directivity, reduced off-axis coloration, and improved time-domain accuracy, resulting in highly predictable coverage.

Jeron

Nurse call systems are often viewed as simple “call bell” alerting systems, but the latest generation of Jeron’s Provider® nurse call and workflow solutions offer so much more including important staff safety and patient satisfaction tools. Provider nurse call supports multiple real-time mobile alerting and communications options for instant staff-to-staff and patient-to-staff communication. Provider’s integrated workflow features save time and steps by automating tasks and follow-up reminders between caregivers.



[Learn More](#)

These tools are not just patient lifelines; they serve as the backbone for staff safety systems by providing streamlined communication to and from each patient room. Check out Jeron’s latest white papers and other helpful information.

Jabra

From huddle spaces to large rooms, there’s a PanaCast video solution to suit your setup needs.



[Learn More](#)

NEW! PanaCast Room Kit*

Our AI-powered large room solutions capture every face and every voice with multiple cameras and extension audio. It’s scalable, super simple to set up and works with Windows, Android, Microsoft Teams and Zoom. For up to 22 people.

- Get your large rooms ready faster with no programming
- Everything included in one kit including extension audio and video
- Expansion audio extends coverage to the back of the room
- Easy device management

Available CYQ2 2026



Extron

NF 4C LP

PoE Powered Ceiling Speaker System with Dante and DSP



[Learn More](#)

Extron’s PoE powered 4” ceiling speaker system, the NF 4C LP, features scalable power, DSP, and Dante connectivity. Capable of driving up to three external passive speakers from its integrated four channel amplifier, the NF 4C LP is a single-cable solution for individual zones within larger distributed ceiling speaker systems. Dante Domain Manager and AES67 support ensure wide compatibility with enterprise configurations and other network audio devices. Available in packages of two, three, or four speakers, the NF 4C LP meets the requirements of complex, decentralized systems with a self-contained PoE powered speaker solution. In voice lift applications, the NF 4C LP provides excellent coverage and voice clarity.



Legrand

Discover Smarter Solutions That Elevate Your Campus AV Technology



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Legrand | AV supports today’s learning environments with solutions that promote collaboration, provide flexibility and enable inclusivity. Furnish labs, lecture halls, multi-use spaces and small classrooms with easy-to-use, budget-friendly technology so educators can focus on what they do best – teaching and inspiring students.

AV system failures are complex, especially on large campuses. RackLink™ technology delivers industry-leading remote monitoring, control, security and power protection for your most demanding AV and IT applications.

Vaddio’s EasyIP ecosystem simplifies classroom AV by replacing costly HDMI cables with category cables and offering easy video/audio routing via a user-friendly web interface.

The Velocity Outdoor Pedestal System from Chief transforms simple wayfinding signage into a dynamic communication point and revenue generator. The display makes it easy to broadcast campus information, marketing for sports & events, sponsored advertisements, and more.

Legrand | AV offers colleges and universities ADA-compliant AV systems, delivering an accessible and inclusive campus experience.

Learn how Legrand | AV can help you transform campus learning experiences with higher education technology solutions.

Solutions360

Solutions360 Releases Three Guides to Help AV Integrators Improve Delivery, Visibility, and Margins



[Learn More](#)

Solutions360 has released a new set of practical business guides designed to help AV integrators strengthen project execution, improve financial visibility, and scale with confidence.

Built from real-world experience working alongside AV integration firms, these guides focus on the operational challenges integrators face as projects grow more complex and margins tighten.

Newly Available Guides Include:

Partner Methodology Guide

A structured framework that outlines how successful integrators align people, process, and technology during system adoption and operational change, helping teams drive consistency and long-term results.

OneDashboard Guide

A practical look at how consolidating operational, project, and financial data into a single dashboard improves decision-making, accountability, and executive visibility across the business.

Job Costing Guide

An in-depth resource focused on accurate job costing, labor tracking, and margin control, helping integrators understand where profitability is won or lost before projects close.

Together, these guides provide AV integrators with actionable insight into improving delivery performance today while building a stronger foundation for future growth.



Global Communication & Workflow Solutions



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Rauland delivers essential communication, workflow optimization, and life-safety systems for healthcare and education worldwide. With a presence in 40+ countries, we provide solutions that help professionals achieve exceptional outcomes. As part of AMETEK, a global leader in electronic instruments and electromechanical devices, Rauland operates across multiple manufacturing, sales, and service locations.

In healthcare, our Responder® platform supports over a million acute care beds, enabling real-time communication, intelligent call routing, and seamless integration with hospital systems. Rauland continues to advance clinical communication with three new solutions:

The LCD Corridor Light transforms corridor signaling by combining color segments, flash patterns, and clear text to deliver actionable information at a glance. From patient conditions and room status to urgent alerts, this innovation reduces cognitive load, simplifies training, and improves workflow efficiency for clinicians.

Our new Phone Console introduces an intuitive touchscreen design with Bluetooth headset capability, antimicrobial surfaces, and plug-and-play installation. It enhances usability at nurse stations while supporting seamless integration with Responder Enterprise and Responder 5 systems.

The Responder Relay is designed to support interoperability by helping hospitals connect nurse call alerts, medical devices, and other clinical systems with mobile applications and EHRs. It provides a centralized view for organizing alerts and routing information securely across systems.

Beyond healthcare, Rauland's Telecenter® solutions bring critical communication management and secondary annunciation to hospitals and schools, supporting emergency response and day-to-day operations with district-wide connectivity.

Simpro



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Simpro is the leading field service management software built for trade service businesses ready to streamline operations and drive growth. Whether you're managing multi-phase projects, preventive maintenance, or asset management, Simpro offers a complete solution to boost efficiency. From quoting and scheduling to inventory tracking and invoicing, our powerful platform simplifies every step of your workflow. With over 20 years of industry expertise, Simpro is the trusted partner for businesses aiming to improve productivity, profitability, and customer satisfaction.

TD SYNEX

Deliberately Connected in 2026



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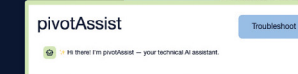
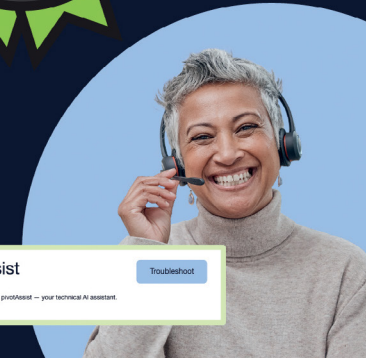
As the endpoint ecosystem continues to evolve, the AV and Collaboration team at TD SYNEX is entering 2026 with a clear focus: being deliberately connected to our partner community.

AV and collaboration are no longer just standalone technologies. They sit at the center of an interconnected endpoint ecosystem that includes networking, security, AI, and services. With Graham Kelly leading our ProAV sales strategy and customer experience, we're focused on helping partners navigate that complexity together through collaboration, shared expertise, and meaningful engagement.





From partner events and enablement to services and scalable execution, we're committed to staying closely aligned with the system integrators who bring these solutions to life because progress happens faster when we build it together.



One platform for proactive AV lifecycle management



Remote video management made easy

-  Easy provisioning
-  Mass updates
-  Troubleshooting
-  Real-time monitoring

Thank You to Our BLC 2026 Sponsors!

Behind every meaningful industry gathering is a group of collaborators who believe in its purpose.

Every year, our Business & Leadership Conference (BLC) brings hundreds of integrators together to think differently, challenge assumptions, and sharpen the skills that move this industry forward.

This gathering of innovators and decision-makers is only possible because of the organizations that choose to invest in the NSCA Community. Support from our sponsors is what fuels the conversations, insights, and connections that help integrators return to their businesses with new energy and direction.



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