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Supporting Enterprise Networks and Operating Environments

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NETWORK AND SYSTEMS
PROFESSIONALS ASSOCIATION

10 Approaches to the Future of Risk: Black Swans and Dirty Ducks

By Andrew Hiles

Message from the President



Greetings NaSPA members,

The FCC voted yesterday (February 26, 2015) to regulate broadband Internet service as a public utility. I believe it is a great victory in deciding the framework for providing high-speed Internet service into American homes and businesses. The new rules, approved 3 to 2 along party lines, are intended to ensure that no content is blocked and that the Internet is not divided into fast lanes companies that can afford to pay, and slow lanes for everyone else.

FCC Chairman Tom Wheeler said that the F.C.C. was using *“all the tools in our toolbox to protect innovators and consumers”* and preserve the Internet’s role as a *“core of free expression and democratic principles.”* I wholeheartedly agree, and let me tell you why.

Thirty years ago I was directly responsible for one of the largest telecom networks ever installed for Texas Instruments’ Inc. At that time, telecom services were still tightly regulated. In order to get TI its own “fast lane,” I had to personally brief three recalcitrant Texas Public Utility Commissioners, all Democrats. The TPUC’s chief concern was that if TI got a great new network deal, would the general public get stiffed in the process? My job was to convince them that the public would not be harmed, and that it would in fact benefit. I had to register as a lobbyist. I had to carefully plead my case that TI was the largest employer in Texas, that my proposed network could create new jobs, cut the cycle time on production of silicon chips, and increase U.S. competitiveness. It worked. My network was approved in **24 hours**. Nothing had ever gone through Commission that quickly, and nothing else has ever since.

There is nothing that prohibits this same thing from happening under Title II regulation. Oh sure, I had to ask a regulator. The benefit was that my employer was forced in the process to consider the public good and not just their own good. Even in the best of companies, there is a natural tendency to act in a self-serving manner. Such oversight is especially necessary when a few powerful companies control bottlenecks on a service. I’m not disrespecting AT&T, Verizon, Time Warner or Comcast, but that’s just how things work in the real world.

In short, even under a 1993 regulatory scheme much more onerous than the ones that exists today, Texas Instruments got their fast lane. Innovation was not stifled. Wheeler summed up his sentiments yesterday by saying that Internet access was *“too important to let broadband providers be the ones making the rules.”* I agree. Nobody owns the Internet and it needs to stay that way. It’s better for regulators to stay involved than to trust the Internet’s future to unregulated oligopolies.

Leo A. Wrobel, President
Sharon M. Wrobel, Editor

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Technical Support™ Magazine

Editor-in-Chief Leo A. Wrobel
president@NaSPA.com

Managing Editor Sharon M. Wrobel
sharon@b4ci.com

Associate Editor Jim Justen
jmjusten@gmail.com

Graphic Designer Michelle Robinson
m.robinson@techenterprises.net

Vice President of Staff Operations Scott Sherer
sherer@NaSPA.com

Membership Department Nicole Cheever,
414-908-4945 Ext. 116,
Manager
NaSPA_membership@NaSPA.com

Advertising Sales Jill Tucker,
414-908-4945 Ext. 111
j.tucker@NaSPA.com

CustomerCare Center Bonnie Kuchinski,
414-908-4945 Ext. 450
customer-care@NaSPA.com

List Rental Jill Tucker,
414-908-4945 Ext. 111
j.tucker@NaSPA.com

7044 South 13th Street, Oak Creek, WI 53154
(414) 908-4945, (414) 768-8001 Fax

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By Andrew Hiles

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WHY SECURITY AWARENESS TRAINING?

Ransomware

By Stu Sjouerman

Any malicious attack on an organization's network can be damaging, but a recent survey shows that the risk of ransomware is a number one IT worry. Ransomware infections have exploded and continue to become more sophisticated bring with them new tactics.

WHAT IS RANSOMWARE?

Ransomware is a specialized form of malware that infects computer systems and using encryption restricts access to the data files on the system that it infects, and demands a ransom in Bitcoin be paid in order for the file encryption to be removed.

The methods of infection are similar to virus attacks. An employee using a workstation on the network clicks on a malicious link or opens an infected file attached to an email, and that begins the file encryption process. These phishing emails commonly use subject lines that look like payroll or banking alerts, voice mail or parcel delivery notifications that look legit and social engineer the user to open the email and then the attached file.

Once a system has been infected with ransomware, the actual damage may not show itself for several days. In the background, the ransomware will encrypt files located within the computer as well as shared network drives, USB drives, external hard drives, network file shares, and even some cloud storage drives. If a workstation on a network becomes infected, there is a high chance that its mapped network drives will get infected as well.

When the malware has encrypted all files and users start reporting to IT that they cannot access their data anymore, it's usually too late to prevent any further damage.

Currently there are at least 15 different strains of ransomware trying to infect networks. Some of the most notorious examples of ransomware are CryptoWall, CryptoDefence, and the most infamous is CryptoLocker.

CRYPTOLOCKER

The Cryptolocker family is the most widespread form of ransomware today. It was created by an organized gang of cybercriminals, first appearing in September 2013. Since it appeared CryptoLocker has infected about 700,000 victims. Initially CryptoLocker would find and encrypt

image files and Microsoft Word documents preventing access until a ransom is paid. Today it encrypts practically every type of data file.

The malicious encryption process used by CryptoLocker is quite advanced:

1. After launching, CryptoLocker copies itself to (CSIDL_COMMON_APPDATA) and adds a task to launch the file to the Task Scheduler.
2. The malware then scans all the fixed, removable and network drives for files.
3. After mapping is complete the malware then encrypts all data files found.
4. A dialog window is then shown to the user demanding ransom and containing a list of files that have been encrypted.
5. The malware then creates an image called AllFilesAreLocked.bmp and sets this image file as the desktop wallpaper. This image is of a dialogue box that informs the user that data on the computer has been encrypted. The cybercriminals usually demand that the user pay ransom in Bitcoins.

Once the encryption process is complete, CryptoLocker uses the anonymous TOR network to "call home" to the cybercriminal Command-and-Control server to create an asymmetric private encryption key.

The asymmetric encryption process CryptoLocker uses is a 2048 bit RSA and 256 bit AES-CBC private encryption method using the Microsoft Windows crypto system. This process of encryption has been highly successful for the malware authors, forcing the victim to pay to get their files back if there are no recent backups.

Once an infection has penetrated the network, the bad guys have a clock running and the extortion amount increases if the ransom has not been paid before the deadline.

FROM BAD TO WORSE: INTRODUCING CRYPTOWALL 2.0

CryptoWall 2.0 has been called "CryptoLocker with a vengeance". CryptoWall is CryptoLocker's successor and has been improved significantly. Like CryptoLocker it



However, the \$300 fee CryptoLocker was charging victims to get their data back has increased, CryptoWall usually charges \$500 in Bitcoin.

BACKUPS NOT RELIABLE

Cloud storage provider TwinStrata reported companies being plagued by backup issues—even when no emergencies threaten their data. The majority of respondents say they're experiencing multiple backup failures each year. Despite the fact that most organizations say the volume of data they need to back up is increasing, more than half of them aren't backing up applications daily. And when a disaster does hit, nearly two-thirds say it takes days to recover.

What about cloud backup?

Unfortunately cloud backup is often not a viable solution to a ransomware attack. Cloud backups do a regular sync with your local files to ensure the latest versions are saved. If your network becomes infected with ransomware, all files are then encrypted or locked. At some point a sync between your local files and your cloud storage will happen and when it does the files in your cloud storage will be overwritten with the new encrypted files from your local network.

Unless you have turned on versioning in your cloud backup so that older versions of your files are available, your cloud backup is not worth very much if a ransomware infection hits.

ANTIVIRUS WON'T CUT IT

While it's important your corporate environment is protected with a strong antivirus, cybercriminals are publishing newer variants and claiming more victims as the antivirus world works to catch up. It's a nasty cycle, leaving on average a 6-hour security gap in your environment.



TO PAY OR NOT TO PAY

The ransomware model gives the victim who has paid the ransom their files back in the form of an executable that contains a decryption key. If ransomware authors didn't follow through, their business model would fall apart and nobody would pay the ransoms. Ironically enough, the bad guys are concerned with their reputation and some provide tech support to make sure the files are decrypted.

The FBI urges victims not to comply with ransom requests and suggest if everybody stopped paying, ransomware wouldn't continue. However, when a company is faced with a \$500 payment via Bitcoin or the loss of all corporate data and days or weeks of downtime, paying the ransom can be a viable option.

While paying the ransom can leave you with a sickening feeling that you are furthering the ransomware plague, it is highly likely you will get your files back by paying the ransom and there is a very strong chance you may never recover your files if you don't.

Once ransomware has encrypted all your data files, there is not much you can do besides settle into the fact that you have to recover files over the coming days (or weeks). The best way to deal with ransomware in a corporate environment is to be proactive and prevent such an attack.

THE SILVER BULLET

Application whitelisting is hits at the heart of ransomware and every other form of malware that can attack your network. Using whitelisting with a signature-less "Default-Deny" policy, ensures that only trusted software can run on your network; everything else is denied. This method is effective at stopping advanced threats, ransomware and other forms of malware instantly.

MalwareShield Enterprise is an application whitelisting solution that uses a combined local and cloud-based hash database to classify files in your environment into three categories; trusted known-good applications, unknown applications and known-bad applications. The categorization determines the actions to be taken with each file when it tries to execute.

• Known-Good Applications

Safe trusted software that has been vetted and approved as a known-good application is allowed to execute as normal at server or endpoint level across the network.

• Known-Bad Applications

Bad applications are blocked from executing and notifications are sent to administrators alerting you to the installation attempt for future investigation.

• Unknown Applications

Unknown applications are held in a queue for administrator approval. Administrators can be alerted instantly and provided with threat and trust ratings for the publisher.

takes no hostages; even shadow copy backup files and partitions will not stop the virus from encrypting your files, business and personal ones alike.

Administrators can either approve or deny execution on the fly.

Application whitelisting quickly and effectively closes the 6-hour endpoint security gap while protecting file servers, desktops and laptops and does not cause performance degradation, running unnoticed by end users unless an illegal app gets blocked:

GET IN FRONT OF THE NEXT MALWARE THREAT

It's time to get in front of the next malware threat with application whitelisting and a good effective security awareness training program coupled with frequent anti-phishing tests to create a human "firewall" and keep your security top of mind.

Employees need to be educated on ransomware and other social engineering methods. It's vital for your company to have confidence that each and every employee understands the mechanisms of spam, phishing, spear-phishing, malware and social engineering, and are able to apply this knowledge in their day-to-day job. Every employee should be able to spot the Red Flags related to phishing emails with attached files and don't open them without pausing to think before clicking.

About Stu Sjouwerman and KnowBe4

Stu Sjouwerman (pronounced "shower-man") is the founder and CEO of KnowBe4, LLC, which provides web-based Security Awareness Training (employee security education and behavior management) to small and medium-sized enterprises. A data security expert with more than 30 years in the IT industry, Sjouwerman was the co-founder of Inc. 500 company Sunbelt Software, an award-winning anti-malware software company that he sold to GFI Software in 2010. Realizing that the human element of security was being seriously neglected, Sjouwerman decided to help entrepreneurs tackle cybercrime tactics through advanced security awareness training. KnowBe4 services hundreds of customers in a variety of industries, including highly-regulated fields such as healthcare, finance and insurance and is experiencing explosive growth with a surge of 427% in 2013 alone. Sjouwerman is the author of four books, with his latest being *Cyberheist: The Biggest Financial Threat Facing American Businesses*.



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Managed Print System Vulnerability Solved with “Easy Fix”

By David Rizzo

Experienced document-management resellers utilize electronic power conditioning to resolve unexplained system crashes.

An insidious threat is putting managed print systems at risk. This fatal flaw in the installation of multi-function peripherals takes hundreds down each day across the country, creating serious problems for countless businesses that rely on their printers, scanners and fax machines. Surprisingly, this flaw comes from the least expected source: the wall socket.

Many resellers and service providers today still do not acknowledge or accept the extent of the vulnerability of managed print systems caused by poor power quality.

There is significant impact on the overall functionality and uptime of a customer’s business as well as the reputation of the reseller that specifies and installs the system. The cautionary tale of “dirty power” seems to resonate most with those longstanding OEMs and dealers that have learned the lesson the hard way. Those that have, including many that service the largest, national-brand accounts, make including proper power conditioning in each managed print system they sell a mandate, not an option.

“We’ve expanded our Sharp Direct operations to where we service several thousand machines, and every one has a power conditioner — it is mandatory right out of the gate,” says Anthony LoGiudice, Vice President, Service and Operations, Customer Solutions Group, Sharp Electronics of Canada LTD. “If the power conditioner eliminates just one service call in a twelve month period, it already paid for itself in the first year. That’s a huge ROI right there.”

Prevention, more important than ever

With today’s reliance on digital technology for document management, any hiccup in the system can affect productivity within an entire office environment, as multi-function peripherals now fall under the domain of IT since they serve organizational and archival purposes as well as printing.

“Previously, when analog copiers were stand-a-lone products and contained very little digital circuitry, their performance was not affected much by dirty power. Approximately sixteen years ago when digital copiers started to come into the marketplace, they started to be connected to office networks.” recalls LoGiudice. “Since then, the ‘attachment rate’ of copiers has gone up dramatically. Most copiers are now digital and connected to a network, so a lot more things are in play. That makes it much more sensitive to electrical noise. Any spike or surge can cause image quality issues or corrupt functions such as scanning, faxing and document filing.”

Not only do such disruptions lead to logic confusion — and occasionally, over time, damage or failure of the peripheral — but they decrease office productivity. They also cause instant customer dissatisfaction that jeopardizes repeat business and tarnishes the reputation of the reseller who installed the system. At the same time, failed attempts to rectify the problem quickly affect the bottom line of the dealer or servicer.

“Anytime we have a ‘no problem found’ service call, there is a cost associated with it,” says Shawn McVay, Director of Service for the Ray Morgan Company — which specializes in providing office technology solutions for over 22,000 organizations nationwide.

Unnecessary service calls have long been the frustrating bane of office-equipment dealers. “It is obviously in the best interest of the dealer to make sure the up-time of the system stays as high as possible,” concurs LoGiudice. “Otherwise, every time they have to go out to do a service call, it’s an extra expense that costs a dealer about \$120, but the actual cost may vary by dealership.”

Looking for problems in all the wrong places

When faced with managed print devices that repeatedly go down, a reseller/dealer might throw new hardware at the problem, replacing motherboards, routers, or even entire pieces of hardware in a frantic effort to cut the losses — all

at great expense, time, trouble and embarrassment to the reseller/dealer.

“The machines continue to become more complicated so trouble shooting becomes more challenging,” confirms McVay. “In the older days, with fewer electronic components, problems were much more mechanical in nature so diagnostics and repairs were much simpler. Nowadays, it’s not uncommon to need to swap circuit boards to isolate problems.”

Yet, many times the problem persists, much to the dismay of the service department. “The biggest error some techs make is that they don’t assume it’s an electrical problem, because that’s something you can’t see with your own eyes or replicate easily,” explains LoGiudice.

Identifying the culprit: “dirty” power

While every tech can readily spot the damage caused by a large power spike, such as a lightning strike, the insidious effects of small power surges can prove more difficult to pinpoint. According to studies by well-know manufacturers and independent labs, 87% of power-related issues result from a low-voltage spikes and surges that cause “logic confusion,” which yields system lockups, error codes and malfunctions.

Even if the technician realizes that the actual source of the problem stems from poor AC supply from the wall socket, many make the fatal mistake of assuming that a power strip or surge protector, or filter from a big box hardware store will do the trick. But such Band-Aid® efforts are often in vain because such devices are not “intelligent” enough to handle the relatively small voltage spikes that most commonly disrupt printing devices.

Power Filters and Surge Suppressors, for instance, are only effective for handling large power surges. While isolation transformers can also suppress small voltage spikes, they are rarely used in copier applications because they are prohibitively expensive, large, heavy, and limited in their functionality; greatly reducing their use in print installations.

Some techs also operate under the mistaken belief that an uninterruptable power supply (UPS) will solve their problems. Here again, UPS units sized for print systems are disproportionately expensive. And when it comes to application for Managed and Network print systems and servers, consumer grade UPSs are nothing more than a battery back-up combined with a rudimentary surge suppressor. By themselves, UPSs only help when power is completely lost — such as when lightning strikes a transformer — but that accounts for only 1-2% of failures. The majority of UPS units do not perform power conditioning and therefore do not address the overwhelming source of problems in document print systems.

The new approach: electronic power conditioning

Technological advancements in the field of power conditioning have now yielded devices that provide

“computer grade” power — a clean, level, voltage supply with minimal noise — at a fraction of the cost and size of bulky isolation transformers, and with significantly greater functionality than surge protectors, traditional filters or basic UPS units.

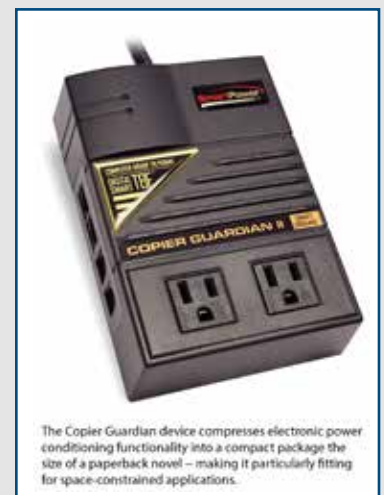
“I’ve been highly recommending the use of electronic power conditioners to eliminate many reliability problems,” says Sharp’s LoGiudice. “We did a sampling of available conditioners by conducting an engineering review to analyze key areas like common-ground noise filtering, voltage drops and things like that, and found that the SmartPower units performed the best. The price, reliability, and feature set of the device is very good.”

“The biggest error some techs make is that they don’t assume it’s an electrical problem, because that’s something you can’t see with your own eyes or replicate easily,” explains LoGiudice.

Located in Houston, TX, SmartPower Systems is an innovator and manufacturer of high-performance power quality products, with a mission of providing solutions for all power quality issues. The company is a recent recipient of a Retail Service Provider’s Association (RSPA) Vendor Award of Excellence. Designed specifically for mission critical markets, the company’s Copier Guardian device compresses electronic power conditioning functionality into a 2-pound package the size of a paperback novel — making it particularly fitting for space-constrained applications.

Driving this functionality is transformer based filtering (TBF™) technology pioneered by SmartPower Systems that incorporates a patented transformer and an electronic circuit that constantly monitors the line power and makes corrections.

TBF electronic power conditioning units not only provide the necessary protection against massive lighting strikes up to 6000 volts, but more importantly, they are better equipped to handle



the far more common smaller voltage spikes that usually stem from internal sources such as an air conditioner compressor, office shredder or elevator motor.

These small voltage variations account for the overwhelming majority of print issues, but electronic power conditioning provides additional levels of protection to avoid such problems. For example, if the voltage exceeds the normal 120 VAC by even just 40 volts, for more than 5 cycles (approximately 80 milliseconds) – powerful enough blow out the power supply and motherboard of most copiers and fax machines – then the power is cut off to prevent any further damage to the machine.

Unlike regular filters and surge protectors, proven TBF technology is also capable of identifying outlets with a missing safety ground-wire, or those with reversed polarity. Once identified, a red warning light goes on and the TBF device cuts power to the protected machine while reducing the very real risk of shock to office personnel. The digital circuitry in TBF “electronic power conditioner” also filters out induced noise (EMI and RFI). This is particularly important since excessive noise decreases the speed of data transmission.

TBF circuitry also identifies and prevents a particularly perplexing problem in today’s networked managed print installations: that of ground loop current. This unwanted current occurs in networked peripherals when they are connected to the earth ground through different power sources, but communicate through a common data link. When there is a difference in the ground voltage references, unwanted current can cause hardware damage or create noise and interruption to the networked systems. TBF circuitry is particularly adept at preventing this unwanted current, whereas not all power filters can.

“My take on it is, it really works.” says Ray Morgan’s McVay, “Everything we sell has power protection, and we have complete confidence in the effectiveness of SmartPower products.”

Electronic power conditioning – the permanent fix for the vulnerability

The use of electronic power conditioners helps ensure that document management proceeds without interruption in all businesses. For the OEMs who manufacture managed print machines, electronic power conditioning helps protect the brand by ensuring their products work.

Ultimately, though, it’s the system integrator who reaps many of the benefits through the understanding of the need for electronic power conditioning. Anecdotal evidence indicates that use of electronic power conditioning can reduce as many as 5-6 service calls per customer per year.

“If it avoids one service call, it justifies the cost of the line conditioner,” says McVay. “So if I spend \$100 on the device and I’ve avoided one service call or one part failure in the course of a sixty month contract, it just makes sense to do that.”

“The feedback from our dealers is that when they follow our recommendations of using a good quality line conditioner, they have experienced a decreased number of service calls; which has increased their bottom line and improved customer satisfaction,” agrees Logiudice. For more information on electronic power conditioning, contact SmartPower Systems, Inc. at 1760 Stebbins Drive; Houston, TX 77043; (713) 464-8000, fax: (713) 984-0841; or www.smartpowersystems.com.

About the Author

Torrance, California-based author David Rizzo has penned three trade books, 200 technical articles and 500 newspaper columns. Rizzo covers a wide range of topics, specializing in technology, medicine and transportation.

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Six Ways Big Data Could Damage Your Business— and What to Do About It

By Owen Shapiro

As every marketer knows, the era of Big Data is here, and with it comes a huge smorgasbord of opportunities to connect with customers in amazing new ways. Vast quantities of customer information are now flowing into businesses from social media, smartphones, bots, GPS devices, cameras, appliances, and satellites, and increasingly sophisticated computer algorithms are attempting to turn it all into actionable intelligence of some sort.

For marketers and brand managers, the prospect of knowing more about customers' lives, habits, and desires than ever before is understandably exciting. But amid all the excitement, it should not be forgotten that few businesspeople—even C-level executives—truly understand what a revolutionary force Big Data is, or the disruptive threat it represents for businesses of all kinds.

While you are preparing to take maximum advantage of all the glorious opportunities Big Data offers, keep in mind that the devil in Big Data could be in these overlooked details:

1. Secure Your Data

For companies that are collecting and storing vast amounts of customer data, the most obvious threat is a massive security breach of the sort that has plagued Target Corp, Home Depot, and J.P. Morgan Chase. Hundreds of other companies have experienced similar data breaches in the past couple of years, all because the people hacking into corporate databases have been more ingenious and persistent than the people trying to keep them out.

The Solution: Better security in the Big Data era doesn't must mean a well-intentioned policy review—it means committing to a long-term investment in the infrastructure and personnel needed to safeguard what is rapidly becoming every organization's more important asset: it's customer

data. The more people trust companies with their personal information, the more companies need to be worthy of that trust.

2. Try Not to Drown

Big Data isn't just about more information; it's about exponentially huge tsunamis of information coming from all directions at once, at speeds and volumes humanity has never seen before. The possibility of drowning in all this data is very real. So is the possibility of wasting a lot of time, energy, and resources wading through oceans of irrelevant data. The challenge going forward will be extracting the data you need from the data you don't—and the hard lesson many organizations will have to learn is that too much information is just as useless as not enough—or not the right kind—of information.

The Solution: Try to be as specific as possible about the kinds data that would be useful to know. Data itself is getting ever more granular, so the sieve for sifting it needs to get more refined as well. Narrow your focus. Define your parameters. And don't forget to ask the obvious questions, such as: If you could communicate with a customer, in real time, at the moment they are deciding between your brand and someone else's, what would you say to them—and how?

The more people trust companies with their personal information, the more companies need to be worthy of that trust.

3. Don't Get Outsmarted

It has never been easier for a few people with an idea to mount a competitive challenge to even the most established businesses—and in the era of Big Data, size is not necessarily a strength. Big Data will open up cracks and fissures in the marketing landscape that others can easily exploit. Anyone who tries can be a potential competitive threat, if not an existential one.

The Solution: No matter what size an organization is, systems need to be in place to keep at least part of the organization operating as if it is a small, hungry start-up. Much more energy needs to go into market research, competitive intelligence, and ear-to-the-Internet scouting, because when change is swift and constant, competitive threats can come out of nowhere, in no time, and do a great deal of damage.



4. Mind the Store

In addition to the consumer side of Big Data, companies in the next few years will be dealing with ever larger amounts of internally generated data. In many organizations, however, information is still siloed in different departments—accounting, engineering, manufacturing, marketing, IT, etc.—preventing departments from sharing useful information with each other. Companies that figure out how to communicate more transparently without destroying the practical advantages of silos and departments will have a competitive advantage in the future.

The Solution: Data management is a challenge for everyone, but a big part of that challenge is finding people with the experience and training necessary to serve the company’s needs, especially as it grows. Superior education and training of data-management personnel will pay huge dividends down the road, even if it seems like an unnecessary expense now.

5. Listen to the Machine

As organizations evolve, silo walls are broken down, and data analysis becomes an increasingly important business process, there will inevitably come a time when the data suggests that big changes need to be made. As more and more decisions are dictated by data-driven analytics, one of the hardest things for people to do will be to let go let the machines decide. Unfortunately, the decision might be important, and the machine might be right.

The Solution: Listen to what the data is telling you, and try to use it as intelligently as possible. Don’t abandon your instincts or intuition—but do use all the information available to inform your gut decision. Otherwise, your gut might betray you.

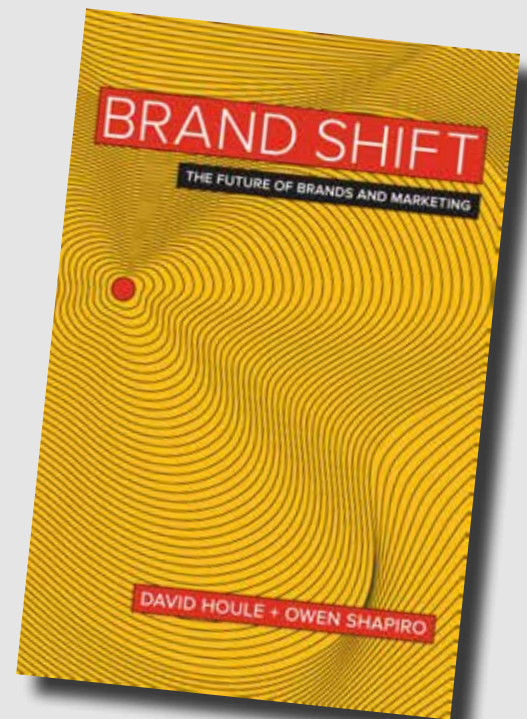
6. Instant Dissatisfaction

One of the downsides of an intimate personal connection with customers is an intimate personal connection with customers who are angry or dissatisfied. These days, every customer has in the palm of their hands the means to let the world know how unsatisfied they are, and they rather enjoy using that power. And as every marketer knows, one angry customer can cause a lot of damage.

The Solution: As always, responsiveness is the key to customer service, and every disgruntled customer can, with the right response, be converted into a brand champion. Fortunately, the same technology that allows customers to register their dissatisfaction also allows companies to address issues and concerns more or less instantaneously. The more instantaneous the response, the better for everyone.

About the Author

Owen Shapiro is the author of Brand Shift: The Future of Brands and Marketing. Shapiro is a market researcher, strategist and speaker and spent more than 30 years in customer insights and market strategy. He has a career-long interest in helping launch innovative start-up companies, several of which have become well-known brands, including Staples, PetSmart, Sports Authority, Ulta and Five Below.



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Mark Your Calendar!

The next meeting of the **New York Metro NaSPA Chapter** will be on Wednesday, April 22, 2015 in room 1219 at the IBM Building, 590 Madison Avenue, New York, from 10:00 AM until 4:30 PM. For further information contact Chapter President, Mark Nelson, at (845) 435-7758, or Email him at markan@us.ibm.com

See you there!

Since 1986, NaSPA (the Network and Systems Professionals Association) has been the premier not for profit advocate to Information Technology and Network professionals worldwide. For almost 30 years, thousands of professionals have coursed through NaSPA training programs, subscribed to its award winning publications, supported its educational foundation, attended its conferences and trade shows, and enjoyed the many other benefits of NaSPA membership. How about you? Basic membership is free so why not do your career a favor and [JOIN NOW](#). And don't forget about our award winning [Magazine](#) and [JOB SITE](#). They are free too! Visit www.naspa.com today and learn about the world of NaSPA benefits.



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SNEAK PREVIEW OF JOB POSTINGS

Members! Here is Your Special “Sneak Preview” of Upcoming New Jobs, posting soon on the NaSPA Job Site

The following is a sample of the awesome jobs posted by employers in just the last 30 days on the NaSPA Job Site. NaSPA sincerely appreciates all the people who think of NaSPA first when they are looking for the ideal Information Technology candidate. They find the best people, and help NaSPA at the same time. These jobs have not hit our site yet so now you can have a “sneak preview” ahead of other applicants by virtue of your NaSPA membership. Visit the NaSPA Job Site right now and see what else is new!

Job Name **Technical Account Manager**
Position Title **Technical Account Manager**
Location(s) **Redwood City, California, United States**
Description

Clickatell seeks Technical Acct Mgr in Redwood City, CA. Serve as tech resource & escalation point for sales dept for SMS gateway svcs for current and prospective customers. Apply knowledge & exp w/comp ntwkg to advise customers on correct ntwk protocols, assist w/correct API choices, set tech configs, assist in sys integration & triage ntwkg issues. Use scripting, Java, PHP & MySQL to obtain data from db queries to respond to inquiries, dev tools for administering accts, implement solutions for data analysis, assist pre-processing of data for internal sales and QA processes & dev web solutions for projects. Train customers; communicate platform changes; dev tech solutions & troubleshoot issues. Use Cerberus, Mantis & Salesforce ticketing sys to track tech support. Apply knowl of TCP/IP, comp ntwkg, client/server apps, SMPP, HTTP, SOAP, API specs, FTP & XML protocols. Mon-Fri 8am-5pm. \$128,862 per yr.

Job Name **Quantitative Strategist Level II**
Position Title **Quantitative Strategist Level II**
Location(s) **New York, New York, United States**
Description

Quantitative Strategist Level II with Clarity Solutions Group (New York, NY). Design and implement analytical models with massive scalability to meet the computational needs of securitized product trading desks utilizing advanced C, C++, Perl, Python, C#, Java, Javascript, SQL, regular expressions, LaTeX, R and Matlab languages. Requires Master's degree in Computer Science, Physics, Math, Engineering, or related quantitative field plus a minimum of two (2) years of experience in a related computer programming occupation. Experience with statistical data analysis, optimization, and with real-time computing required. Must have expert knowledge of C, C++, Python, C# or Java, SQL, regular expressions, LaTeX, R or Matlab languages. Experience utilizing high-level design skills to implement computer systems with quantitative models and simulations to value portfolios and risk exposure required. Experience required with front or middle office financial analytics development and testing, profiling and optimizing the performance of complex trading systems. Please send resumes to Recruiting, Clarity Solutions Group LLC, 270 Lafayette Street, Suite 1001, New York, NY 10012.

Job Name **Resolute Professional Billing (PB) Analyst II**
Position Title **Resolute Professional Billing (PB) Analyst II**
Location(s) **Downers Grove, Illinois, United States**
Description

DuPage Medical Group is the largest physician practice group in DuPage County with multiple specialty and primary-care areas. We have an outstanding opportunity at our facility in Downers Grove, Ill., where you can demonstrate your commitment to excellence on a daily basis.

Reporting to the director of access and revenue cycle applications, this professional will contribute to the building, testing, implementation, and maintenance of electronic health records. Primarily using the Epic proprietary package of healthcare applications, this individual will participate in discussions related to business processes, and be responsible for applications building and troubleshooting specific to Epic applications. This vital role includes the opportunity to:

Interact daily with other team members and non-users to understand issues and identify solutions.

Identify, analyze, escalate and resolve critical initiative risks and issues.

Understand project requirements, standards, and guidelines.

Provide timely and complete documentation for system requirements, release notes, test plans, and training content.

Support and participate in knowledge-sharing with other support and technical teams.

Job Name **Software Engineer**
Position Title **Software Engineer**
Location(s) **San Mateo, California, United States**
Description

Soft. Eng. Location: San Mateo, CA. Duties: Design & implement a variety of soft. sols. for company prdct. or in house utilities. Design, dev., eval., soft. apps., & operating systems for control of hardware and equip. Work closely w/ Color scientist & Imaging scientist to design & dev. utilities for color mgt. & image recognition, like 3D gamut viewing tool, gamut analysis tool, HDR image creation & conversion, etc. Dev. MFP mgt. soft. & automation tool on Windows & Linux platforms. Dev. localized software for different regions. Write development specs. Doc. tech. sols. Dev. localized soft. for Japanese market & liaise w/development team in Japan. Requirements: Master's degree in Comp. Sci., Comp. Eng. or a closely related field. Graduate level coursework must include coursework in Database Mgt., Analysis of Operating Systems, & Design & Analysis of Comp. Algorithms. Send resume (no phone calls) to Deni Caster, Konica Minolta Laboratory USA Inc., 2855 Campus Drive, Suite 100, San Mateo, CA 94403.

Job Name **QT Scientific Application Engineer**
Position Title **QT Scientific Application Engineer**
Location(s) **Raleigh, North Carolina, United States**
Description

QT Scientific Application Engineer (Raleigh, NC) Under general direction responsible for defining reqmts, functional specifications, and testing documentation to develop engineering software applications, which vary in scope and complexity. Participate in all phases of the Application architecture and construction process from concept to delivery adhering to documentation and software development standards. Travel required to unanticipated locations throughout the US. Submit resumes to: Spectraforce Technologies, Inc. 5511 Capital Center Drive, Suite 340, Raleigh, NC 27606, Attn: Leah Poplin, Director of Human Resources. Must reference “QT Scientific Application Engineer” when applying.

Job Name **Sr. Production Support Specialist**
Position Title **Sr. Production Support Specialist**
Location(s) **New York, New York, United States**
Description

HSBC seeks Sr. Production Support Specialist (New York, NY) Contribute to the day to day application for one or more HTS GBM services. Assist w/ planning of new systems enhancements & in system recoveries following major system or software related failures. Ensure compliance with all relevant internal instructions. Resumes to S. Scibelli, HSBC Bank USA, N.A. 95 Washington St, Atrium 1NW, Buffalo, NY 14203. Must ref job #2820-314. No calls/emails/faxes EOE.

Job Name Business Systems Analyst
Position Title Business Systems Analyst
Location(s) Robbinsville, New Jersey, United States

Description

Business Systems Analyst, Robbinsville, NJ and other client locations: Perform technical and functional analysis, systems support, analyze, design specification, configuration, testing, documentation, and implementation using SAP, BI, and Sales Force modules, DataStage, Informatica, Postgres, Oracle, Delphi, .Net Technologies, Business Objects, Sharepoint, JIRA, Websphere, Crystal Reports and Trillium. Organize and facilitate scrum meetings including daily stand-ups, sprint and release planning sessions, retrospectives, demonstrations, and other project planning and issue resolution meetings. Implement, configure, enhance, roll out, customize, re-engineer, document, train, test and post go-live production support using SDLC, Scrum, Waterfall, and Agile methodology. Perform gap analysis, business process mapping using Visio, writing functional specs, building prototypes, and parameterization. Masters (BS+5 years exp) in Computer Science, CIS, MIS, Engineering (any field), or Business with two years' experience. Mail resume to I-Logic, Inc, 214 Union Street, Robbinsville, NJ 08691 or email info@ilogic-inc.com. Please refer MP1012 in response.

Job Name Vakharia/Cover All
Position Title Business/Quality Assurance Analyst
Location(s) Morristown, New Jersey, United States

Description

Business/Quality Assurance Analyst with Cover-All Systems Inc. (Morristown, NJ). Develop software product specifications and design technical test plans for customer base within property and casualty insurance sector and other members of the development team. Apply strong technical skills, programming and design, and industry tools to analyze customers' business requests and requirements. Work with programmers to create technology solutions and process modifications in order to maintain software products. Generate test cases and test software to meet release deadlines. Write technical specifications for development teams as required to meet business needs. Requires Master's degree in Information Technology, Computer Science, Software Engineering, or Information Systems, plus three (3) years of systems quality assurance analyst experience, including: performing, monitoring, and maintaining IT quality assurance and system administration functions; interpreting Insurance Services Office (ISO) circulars and manuals for personal, commercial, property and casualty insurance lines; SOA-based web application implementation and programming using multiple programming languages and platforms, including XML/XSL, HTML, and Oracle SQL; and complete Software Testing Life Cycle (STLC) and Software Development Life Cycle (SDLC), including requirements gathering, software analysis, testing and integration, deployment, maintenance, and fine-tuning. (In lieu of Master's plus three (3) years of experience, employer will accept Bachelor's degree plus five (5) years progressively responsible experience.) Offered Salary \$99,189.15. Hours are Monday-Friday, 9:00 AM to 5:00 PM. Please send resumes to: Recruitment and Employment Officer, Cover-All Systems Inc., Attn: Job Ref #: COV43138, PO Box 56625, Atlanta, GA 30343.

Job Name EASE Coordinator, Dean of Students Office
Position Title EASE Coordinator, Dean of Students Office
Location(s) Chicago, Illinois, United States

Description

EASE Coordinator, Dean of Students Office • Columbia College Chicago

Columbia College Chicago is an urban institution of over 10,000 undergraduate and graduate students emphasizing arts, media, and communications in a liberal arts setting.

Position Summary • Job ID: 900126

Under the direction of the EASE Manager, the EASE (Every Advantage for a Successful Education) Coordinator is responsible for helping provide support to undergraduate and graduate students, with an emphasis on students new to the college. This position mostly involves outreach to, and communication

with, students. EASE is an integrated notification process designed as a tool to support students' educational goals, by providing faculty and staff with additional support in and out of the classroom. There is frequent contact with students dealing with matters of a sensitive or personal nature, frequent contact with staff and faculty, and occasional contact with parents and outside organizations.

Duties & Responsibilities

Work with students in obtaining institutional services and timely support.
Communicate and meet with students, faculty, and various support staff
Actively participate in orientation, registration, advising workshops, and other campus activities
Facilitate the resolution of student issues with other units in the College.
Attend regular program meetings with departments identified by EASE Manager, and with other relevant departments, as necessary
Work with students who are out of academic compliance
Other duties as assigned.

Job Name Director, University Career Center
Position Title Director, University Career Center
Location(s) Charlotte, North Carolina, United States

Description

DIRECTOR, UNIVERSITY CAREER CENTER

University of North Carolina at Charlotte

UNC Charlotte seeks an innovative, energetic, visionary, collaborative, and student-centered professional with proven leadership to serve as Director of the University Career Center for Work, Service and Internships. This full-time, 12 month, position reports to the Associate Provost for Academic Services within Academic Affairs and is part of an exciting team working on institutional priorities of ensuring access and long-term success of all students.

The University Career Center (www.career.uncc.edu) is a central, comprehensive center serving undergraduates, graduate students, and alumni. The staff of the Center works collaboratively with the various colleges to meet their unique needs and to support their career-related efforts. Offerings include quality programs and services related to career exploration and development (including self-assessments, job shadowing, connecting majors with careers), career advising, experiential learning (internships, co-ops, service-learning), job search strategies, part-time employment, preparing students and new graduates for transition into the job market or graduate/professional school setting, job fairs, on-campus recruiting, employer programs, site visits, and employer relations. The Director will have an opportunity to develop plans for a renovated, state-of-the-art facility to creatively meet the needs of today's students and employers and a fast-growing university.

The Director is responsible for the leadership and management of the overall operations of the University Career Center, including 19 full-time staff, 6 part-time staff, and approximately 15 student employees. The Director ensures productive partnerships with deans, department chairs, academic advisors, institutional advancement, and university administration to promote the value of career preparation, talent development, and employability and to find ways to integrate these into the college experience. The Director is responsible for ensuring quality customer service and the development of strong relations with employers, particularly those in the region, in order to increase employment and internship opportunities for students and alumni. Valuable data collection and coordinated reporting are essential for demonstrating the value of the UNC Charlotte experience.

By providing vision, the Director will lead a high-performing Career Center. This includes working with the staff on short-term and long-range planning based on trends, fostering staff development and supervision, event planning and implementation, effective communication strategies, development of online tools, quality customer service, comprehensive branding and marketing, data collection and analysis, assessment, and reports. The Director is responsible for effective budget administration and internal policy development. The person in this position serves on University committees and represents the department and University through state, regional and national organizations.

UNC Charlotte (www.uncc.edu) is the fourth largest of the 16 institutions of higher education within the UNC system and is the only doctoral-granting institution within North Carolina in a dynamic urban region of 2.3 million people. The University offers unparalleled educational opportunities, within seven colleges, to a culturally diverse student body of over 27,000.

Qualifications:

Master's degree required; terminal degree preferred. Degree(s) in education, counseling, communication, or related field preferred. A comprehensive understanding of business/industry trends, and of today's world of work and its relationship to students' academic preparation required; counseling/advising experience preferred. At least 8 years of progressively responsible management experience in a field related to career services, including at least 5 years within higher education. Demonstrated superb leadership and effective management skills including proven success with supervising, developing, and empowering staff; fiscal management; policy development; strategic planning; and use of modern career-related technologies. Proven ability to work both independently and as part of a team; exceptional verbal and written communication skills to clearly and effectively interact with a variety of diverse audiences and constituencies; interpersonal skills and political acumen; a record of networking and building effective bridges and collaborative relationships with various constituencies; experience with strategic planning and assessment; familiarity with NACE standards and knowledge of best practices related to state-of-the-art delivery of career services. Ideally, the successful candidate will have experience at a large, public, research university; and with professional associations.

Anticipated Start Date: July 1, 2015

Salary: Commensurate with experience

To Apply: Only electronic submissions will be accepted through <https://jobs.uncc.edu> (position 702). Attach the following along with your electronic application: letter of interest, resume and contact information for four references. Application review begins February 23, 2015 and continues until the position is filled. Position is subject to criminal background check.

UNC Charlotte is an affirmative action, equal opportunity employer and does not discriminate against applicants or employees based on race, color, national origin, religion, gender, sexual orientation, age, disability, or veteran status.
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The Salesperson's Handbook | *Five Common Sales Obstacles and How to Overcome Them*

By Paul Cherry

Lucy was a brand new salesperson who wanted to make a big impression. She did everything she could think of to establish relationships with prospects and wow them with her proposals. While she was not failing as a salesperson, Lucy was certainly not leading her team in sales either. After nine months of below average performances, she knew something had to change—but what?

Veteran salespeople know that while every customer is unique, the obstacles to a sale are predictably the same and occur rather frequently. Once you understand these obstacles and the strategies to overcome them, you will have all of the tools you need to make the sale.

Obstacle 1: Identifying and Communicating with the Decision Maker(s)

Too often, salespeople will focus solely on their initial contact at an organization. Whether that person is a mid-level manager or an HR executive, they are probably not the only person who is going to have input on the proposal process. Smart salespeople know that there are usually other decision makers who will have input in the deal, and the challenge is to figure out who they are and how you can meet with them. In order to get the information you want, you will have to ask your current contact some questions that might seem awkward. Some questions to broach the issue are:

- What is your time frame for making a final decision?
- What criteria will you be evaluating to ensure you are making the best decision?
- What measurable outcomes are you looking to achieve?

Once you are able to determine who else will be involved in the decision making process, you can ask this follow up question: “I really appreciate this insight. So that I can propose the best solution that is going to meet the needs of everyone else involved, I would love to talk with these other individuals and get their input. When can I meet with them?”

Obstacle 2: Uncovering the Budget

Nothing will derail a deal faster than a mismatch between your proposal and the customer's budget. Unfortunately, prospects are often reluctant to discuss their budgets with salespeople. It is your job to press them further to get a number, or at the very least, a range of what their budget is for the project. There are two options to making this happen.

You can politely—but firmly—suggest that your prospect determine their budget prior to soliciting bids. Stress the importance of an advance figure, and express your interest in receiving them before you reconnect.

This approach puts the focus on the prospect, not you. It tells them that you care about them and their financial security and you do not want them to make a mistake.

The second option involves framing the interaction through the lens of recommending a program that best suits your prospect's needs and expectations, and expressing how budget parameters can shape the direction for both parties.

If they say they cannot give you a number because they're not the ones putting the budget together, ask to be introduced to those who are involved in crafting the budget. This will minimize price objections later on in the process, especially when you are put in front of people who are not as concerned with budget, as they are with their ROI.

Obstacle 3: Working with Customers Who Do Not Want to Commit

There is nothing more frustrating than getting ready to close a sale, only to have a customer say, “I still need to think about it.” When this happens, a seasoned salesperson knows that he or she needs to follow up on the customer's statement. You should respond by saying: “I can understand you need to think about this. After all, it is an important decision and you need to do what is best for you and your organization. Tell me, what specifically stands out from our conversation that is of interest to you?”

The goal of this question is to get clarification on how much the prospect is really interested in what you have

shared and whether or not the prospect feels they want to move forward. Is there sincerity in the response, or are you being blown off?

Once you get an answer to your first question, you can acknowledge that the customer has concerns, and ask them what they are. Ask what is holding them back from making a decision, and then hopefully you can help alleviate their concerns and get the sale back on track.

Obstacle 4: Understanding the Customer's Values

Too often, salespeople get stuck on the issue of price. If you sell on price, you lose on price. As soon as someone cheaper comes along, a customer will not give you a second thought before cutting you loose. Instead of getting caught up in price wars, you need to steer a customer's attention to other issues. This means you need to ask your customers about value. What characteristics does the organization value in a vendor? Are they most concerned with good customer service, high quality products, speedy delivery, or ease of use? Once you get a customer talking about these areas, you can determine what their needs are and how you can position yourself to get those needs met.



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Obstacle 5: Establishing Your Credibility

Many salespeople make the mistake of spending an initial meeting talking all about themselves and their products. This is a mistake. During an initial call, your goal should be for the prospect to do 70% of the talking. Why? For two reasons:

1. You want to hear about his/her problems, goals, concerns and ideas.
2. You want to qualify if there is a genuine opportunity with this prospect.

You cannot do either of those things if you are trying to sell during the first meeting. As much as you want to sell yourself, you should **never** bring out PowerPoint, samples or company literature during an initial meeting.

What **should** you do at an initial meeting? You should start the meeting with a **unique value opening statement**, which is a 30-60 second description of who you are as a company and what you do. The value opening statement should detail the benefits of your company to the prospect, the impact that hiring you will have to their organization, and an immediate follow-up question to gauge their expectations and interest.

Remember Lucy? She started to utilize these tips and strategies with her customers. She found that she was able to ask great questions of her customers and this in turn led to increased sales and increased overall performance in her office.

About the Author

Paul Cherry is President of Performance Based Results and is the leading authority on customer engagement strategies. He has more than 23 years' experience in sales training, leadership development, sales performance coaching and management coaching. He is also the author of *Questions that Sell: The Powerful Process for Discovering What Your Customer Really Wants* and *Questions that Get Results: Innovative Ideas Managers Can Use to Improve Their Team's Performance*. For more information on Paul, please visit www.pbresults.com. You can also reach him at 302-478-4443 or cherry@pbresults.com.

DatacenterDynamics re-designs magazine for converged era New magazine* celebrates the key people, news and trends at the heart of data center decision making

New Strategy | New Team | New Design | New Frequency
London February 12th 2015

DatacenterDynamics, the global provider of media and services to the data center industry, announced today that its industry-leading magazine has been completely re-designed and re-launched. Formerly known as FOCUS, the magazine will be known, from the current February issue, simply as DatacenterDynamics.

The new magazine has been edited and re-designed by a brand-new team. IT industry veterans Bill Boyle and Peter Judge have joined the global editorial team, Drew Amorosi, previously of Infosecurity magazine, has joined as US correspondent, Max Smolaks joins from TechWeek Europe, Michael Kassner adds his years of enterprise writing experience to the US team, the LATAM team consists of international data center experts Virginia Toledo and Celia Villarrubia with Linda Luo and Paul Mah adding their expertise to the Asia coverage. This is a significant investment by DatacenterDynamics into the editorial operation which is being matched by equally significant investment into our events, training and intelligence divisions.

CEO of DCD Group and DatacenterDynamics founder George Rockett said: "Our media strategy is key to our new direction. The magazine redesign follows the tracks of our events: IT & Networks, Design & Strategy, Environment, App > Cloud and Security. We have made the content path through our magazine easier to navigate and all of these five sections are color coded so that readers can subsequently easily locate them."

*(formerly known as FOCUS)

The event and magazine Tracks:

IT + NETWORKS	ENVIRONMENT	DESIGN + STRATEGY	APP > CLOUD	SECURITY
Focused on helping senior strategists understand the implications of IT and Network transformation on data center design and architecture.	Focused on the issues faced by professionals who manage the performance, efficiency and resilience of the critical environment.	Focused on the issues faced by senior decision makers responsible for the organizational strategy and design of on-premise data centers.	Focused on issues faced by professionals that manage blended/hybrid infrastructures and the technical/regulatory challenges of delivering critical ICT through the cloud.	Focused on helping professionals tasked with assessing the risk and managing the security of evermore-distributed mission critical infrastructure and ICT systems.

Rockett continued: "DatacenterDynamics now has ten issues per year. As we re-designed the magazine we engaged closely with the people who drive this amazing industry – the women and men who are creating the open source hardware and software that is filling up your facilities and supporting your services. It was clear that we had to focus more on people and put them at the center of our magazine and we have done this with the February launch issue."

Converged Decision Making is a mega trend which underpins all of these major changes. The new magazine will provide broader content to support this rapidly evolving convergence of decision making. As the number of multiple stakeholders, with more involvement in decisions from IT and Application professionals, continues to rise it has become even more important that we provide the people who run data centers with the key information and news which they need to make informed decisions. Our magazine is designed for this specific job.

The magazine also adds a dedicated section focused on issues faced by professionals that manage blended/hybrid infrastructures and the technical/regulatory challenges of delivering critical ICT through the cloud.

As the data center model changes, security is increasingly becoming a more complex issue and this is addressed in a dedicated section to keep IT security professionals up-to-date.

DatacenterDynamics is a brand of DCD Group, a global B2B media and publishing company that develops products to help senior professionals in the world's most ICT dependent organizations make risk-based infrastructure and capacity decisions. Our portfolio of live events, online and print publishing, business intelligence and professional development brands are centered on the complexities of technology convergence. Operating in 42 different countries, we have developed a unique global knowledge and networking platform, which is trusted by over 30,000 ICT, Engineering and Technology professionals.

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10 Approaches to the Future of Risk: Black Swans and Dirty Ducks

By **Andrew Hiles**

Nassim Nicholas Taleb introduced the concept of the Black Swan and claimed that “our world is dominated by the extreme, the unknown, and the very improbable” (The Black Swan: The Impact of the Highly Improbable, Random House: 2010). However, on inspection, most black swans turn out to be dirty ducks: there was plenty of warning of such events happening – the only real uncertainty was when and where they would happen. We are getting better at understanding natural risks. For example, earthquake detection and early warning systems have developed to the extent that Tweet Earthquake Dispatch (TED) provides seismologists with initial alerts of earthquakes felt around the globe via Twitter in less than two minutes. Also, hurricane monitoring and warning systems are improving constantly. To some extent, early warning systems are offset by rapidly increasing population density in major cities with known natural threats: effective evacuation plans will be crucial. Hurricane Sandy caused damage over \$71 billion around New York – but loss of life was limited to about 100 because of effective contingency and evacuation plans.

So, what can we learn from the past and from current trends?

1. Acknowledge that virtually all natural disasters and many other disasters are (more or less) predictable except for the factors of timing and position – and even these factors may be predicted to some extent, however small. Plan for them.
2. Understand that some Black Swans are simply dirty ducks, ospreys, or gray swans – they could and should have been foreseen if risk managers identified, examined, and analyzed existing evidence. Time and again, incident and accident reports identify warning signs that were clearly flagged. The signposts to disaster were there, marking the route before the disaster took place, but they were either missed or ignored. Be alert; be prepared.
3. Beware of arrogance, greed, and a sense of omniscience that will lead people who should know better to ignore the most blatant signs of danger. Indeed, these characteristics among leaders are some of the signposts.
4. Consider human nature – inconsistency is deeply embedded, meaning that we believe that good things will happen and bad things won't, no matter what the statistics say. The argument (stated or not) is: Why invest now in prevention or mitigation when we can spend the money on more urgent needs? Or, if we are gambling on positive risk: Someone has to win; or even It will all work out OK in the end. Seek to identify and overturn this perception.
5. Understand the weight of timing and position as part of the decision-making or default acceptance of risk: we know it will happen sometime, someplace, but not yet, not here. Challenge this argument.
6. Address (more or less) predictable risks, but be aware of the shortcomings in our prediction methods, techniques, and statistics. Use appropriate statistical techniques to avoid the abnormal being hidden by averages. Triangulate statistics if practical. Cross-check with techniques like Stochastic Processes, Boolean Simulation, Bayes Theorem, Random Finite Set Analysis, Decision Tree/Fault Tree Analysis, or Similarity Judgments. Do not rely on the traditional bell curve as a statistical base, since it is sometimes misleading. It is not the only weapon in the armory.
7. In assessing probability, think Murphy's Law. Risk professionals in aerospace and nuclear industries have been conducting probability risk analysis at least since the 1960s – with limited accuracy. NASA predicted the probability of shuttle failure at one in every 100,000 flights, while in 1983, Colglazier and Weatherwax predicted failure at one in every 35 flights. In fact, the Challenger Space Shuttle failed in 1986 after just 25 flights. Who knows what the average would have been if there had been another 100, 1,000, or 100,000 shuttle flights.
8. Constantly be alert to new or changed areas of risk, transferring risk-related information from one context to another, from one industry to another.
9. Be aware that events are usually incremental but also that there may be unexpected, abrupt, and extreme events that are game-changers – and many shades of gray in between. Be both focused and broad in vision.
10. Define and monitor risk triggers.

George Bernard Shaw said, "If history repeats itself, and the unexpected always happens, how incapable must Man be of learning from experience." Many "unexpected" incidents are simply failures to learn from experience, failures to see or heed the warning signs.

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(Adapted from: Andrew Hiles, *Business Continuity Management: Global Best Practices*, 4th. ed., Rothstein Publishing, 2014. www.rothsteinpublishing.com)

About the Author

Andrew Hiles, FBCI, EloSCM, is known internationally as a business continuity (BC) practitioner, trainer, author, and consultant to corporations and governments. As a trainer of new generations of BC leaders, he was among the first to provide truly international training in enterprise risk management, BC, and IT availability management in some 60 countries, as well as successfully pioneer BC training in Africa, the Middle East, China, Pakistan, and India. Hiles has authored, edited, or contributed to 15 books and has written over 250 published articles on BC topics for leading international magazines. He is founding director, first fellow, and Honorary Fellow of the Business Continuity Institute (BCI). In 2004, he was inducted into the Business Continuity Hall of Fame by CPM Magazine.



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LCCA launches ITSM solution, assyst, to Evolve IT Performance and Improve Overall Business Maturity

Washington D.C. February 12, 2015 – Life Care Centers of America (LCCA), a management company of more than 260 assisted and independent living facilities, retirement centers, and skilled nursing facilities in 28 states, has launched assyst, the leading IT Service Management solution from Axios Systems, to evolve IT and improve overall business maturity. LCCA is planning a multiple department rollout in order to optimize and leverage ITSM for more effective service delivery, empower end-users, and to enable IT to continually improve, innovate, and support their changing IT and business needs. Kenneth Kier, Director of IT Support at LCCA, says, "We chose assyst because it was the best solution for easing into an ITSM transition, and we were able to visualize a long-term commitment to IT evolution and an improved overall maturity. We look forward to empowering our end users while enhancing their overall experience"

Markos Symeonides, Executive Vice President at Axios Systems, adds, "Axios Systems is pleased to welcome another impressive customer to our community. As we continue our growth across North America we look forward to guiding LCCA in their ITSM transition. We truly look forward to partnering with LCCA in their mission to uphold superior quality and satisfy the needs of their many customers."

About Life Care Centers of America

Life Care Centers of America offers elderly residents a wide range of living arrangements, services and care, including assisted and independent living and skilled nursing centers. The company manages more than 260 assisted and independent living facilities, retirement centers and nursing facilities in 28 states.

About Axios Systems

For over 25 years, Axios Systems has been committed to delivering innovative [IT Service Management \(ITSM\) solutions](#) that help customers improve not only their infrastructure operations but also to enhance service delivery across business functions including HR, Facilities Management and Finance. Axios is recognized as a world leader by leading analysts and their global client base, with a 100% focus on service management technologies.

Axios's enterprise ITSM software, assyst, is purpose-built to transform IT departments into profitable business-focused customer service teams. assyst adds tangible value to each client's organization by building on the ITIL® framework to help solve their business challenges across the organization. In 2014, assyst was accredited for all fifteen PinkVERIFY™ ITIL® processes. Axios Systems was the first technology vendor to achieve this within a single solution.

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"Houston, we have a problem."

- Astronaut Jim Lovell, Apollo 13, April 13, 1970

Does this phrase sound familiar? It should, and not just because you saw the movie. Any disaster begins almost exactly the same way. You don't know what happened. You don't know how bad it is. You don't know what has been affected. You don't know what to tell the media. What you DO know is that until you have some hard information, you are recovering blind. How would YOU communicate with your responders after a disaster?

We have all seen the movies where the General picks up the "Red Phone" and is in instant control of a situation. Today, commercial organizations and government demand "military-grade" command and control. They find it with us.

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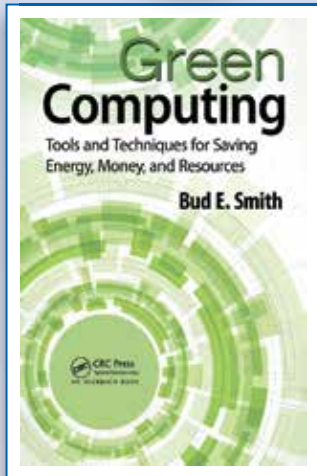
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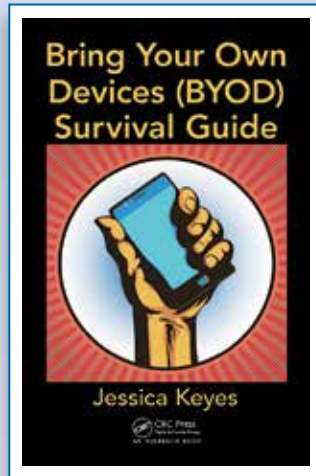
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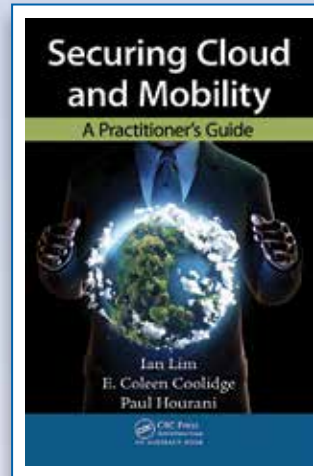
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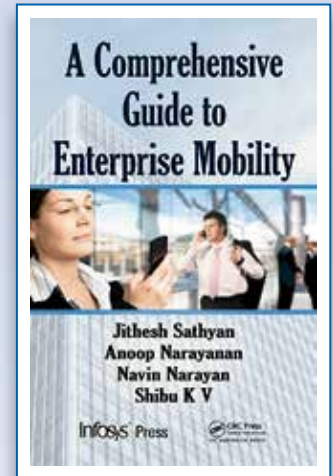
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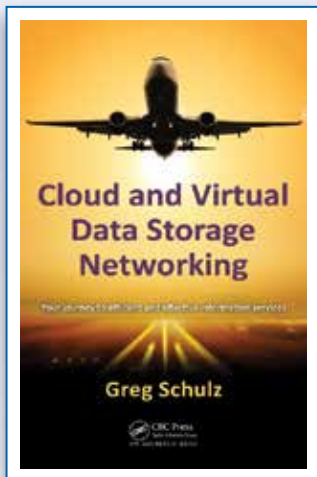
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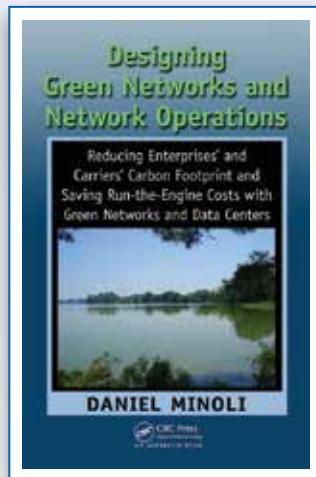
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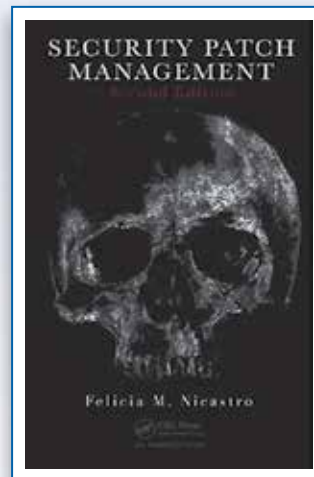
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