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**NaSPA**<sup>®</sup>  
NETWORK AND SYSTEMS  
PROFESSIONALS ASSOCIATION

# **Profitability Crisis: Flailing Confidence a Key Factor in Revenue Loss**

*By Brian Greenberg*

## **Independent Telephone Companies Find Revenue in the Cloud, Reduce "Sunny Day" Outage Exposure**

*By Philip N. Diehl and Leo A. Wrobel*



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**Celebrate With Us as NaSTEC Returns in 2016**

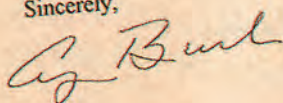
November 22, 1995

Dear Mr. Sherer,

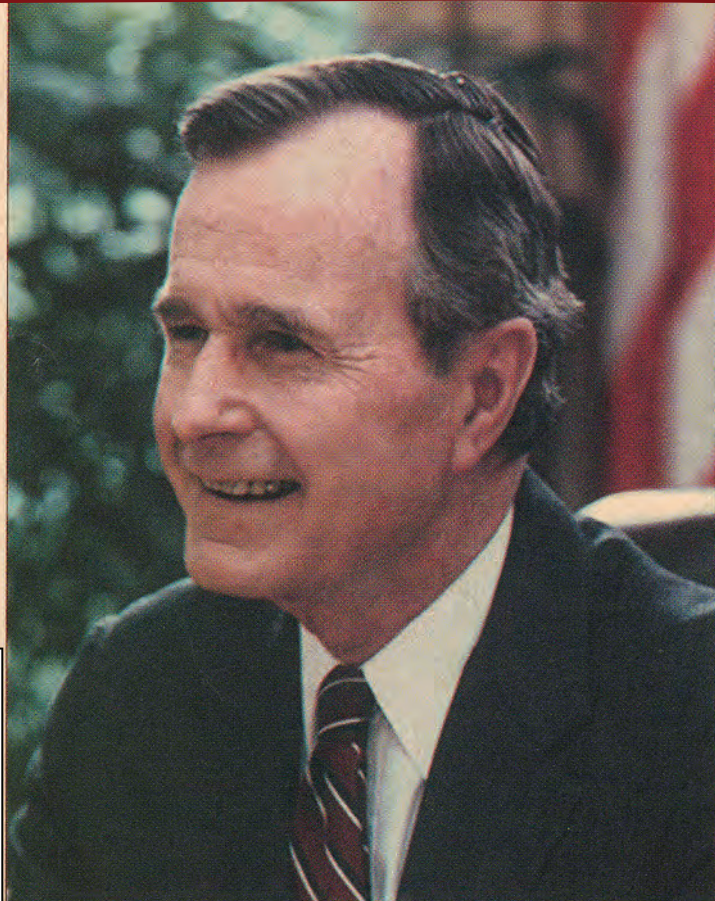
Thank you for inviting me to participate in the tenth anniversary celebration of NaSPA, The Association for Corporate Computing Technical Professionals, on May 6, 1996. I accept with pleasure and look forward to being with you and your industry colleagues in Orlando.

With my very best wishes,

Sincerely,



Mr. Scott Sherer



## **Flash back to 1995 and NaSPA's 10th Anniversary**

Remember when NaSPA hosted awesome conventions like this one? Well, take heart! By popular demand we are bringing back NaSTEC just in time for NaSPA's 30th birthday! What better time to JOIN, REACTIVATE or RENEW your NaSPA membership? Don't miss out on NaSTEC and the other membership benefits in 2016.

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## Message from the President

Well, it's Fall and we imagine that most companies are at the end of their fiscal season, working on budgets and revenue projections for the upcoming year. With that in mind, our contributors have come up with a couple of articles to get your think tank in motion.

Our featured article, *Profitability Crisis: Flailing Confidence a Key Factor in Revenue Loss* by Brian Greenberg speaks to why businesses fail and then shows what needs to be done to turn things around.

Our second cover story, *Independent Telephone Companies Find Revenue in the Cloud, Reduce "Sunny Day" Outage Exposure*, contains the input of a man who has made more money than Bill Gates. (Philip N. Diehl was the 35th Director of the U.S. Mint) Philip was also the former Director of Telephone Regulation for the Texas Public Utility Commission. This article has great tips for Independent Telephone Companies (ITCOs) looking for new ways to drive their transition from landlines to the cloud. Spoiler Alert: Today, the telecom network and "the cloud" have grown so intertwined as to be inseparable. What happens when telecom fails? After all, you can't have the cloud without telecom. The answers in this article benefit not only ITCOs, but also the many NaSPA members that are also Disaster Recovery Planners.

We've also brought in contributors that offer skill sets such as communications, with *4 Secrets to Communicating with Clarity* by Mark Vickers. *Eight Simple Ways to show you Care as an IT Professional* by Don Crawley, offers suggestions for presenting oneself to carry a message before the higher ups. Both young and well-seasoned students can get a head start on their studies utilizing the suggested apps in *Best New Apps for College Kids*, by Karl Volkman.

Finally, we invite your suggestions for NaSPA's 30th Anniversary next year including the return of our NaSTEC convention. Start spreading the word among your employers to contact us for booth space while it's still available. Sure, both NaSTEC and our 30th birthday are still about a year off, but you know how time flies. We look forward to seeing you at NaSTEC next fall for all the festivities.

Leo A. Wrobel, President

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## Call for Authors

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# Independent Telephone Companies Find Revenue in the Cloud, Reduce "Sunny Day" Outage Exposure

*Their Secret? Emergency Communications as a Service (ECaaS)*

By: Philip N. Diehl and Leo A. Wrobel

It has been characterized as *"The most complicated machine ever constructed by human beings."*<sup>1</sup> As such, our public telephone system is constantly vulnerable to disruption. For emergency services, loss of communications often means loss of life. For most businesses today, when communications stops, so does the cash register. This is why today's organizations demand a level of sophistication and network resiliency in use only by the military just a generation ago.

Commercial and government organizations today have made significant investments in Information Technology (IT) and telecommunications (telecom) to increase productivity. *Frost and Sullivan* characterize IT and *telecom* as the two broad segments constituting a multi billion dollar disaster recovery market.<sup>2</sup> This is because in today's cloud computing environments, the two are inseparable.

Today, it is not only the Fortune 1000 that is a primary market for cloud services. Instead, Small to Medium Businesses (SMBs) are rapidly becoming the "go-to" group for IT and telecom expenditures. This is a lucky break for Independent Telephone Companies (ITCOs) for a number of reasons. The first reason is that sixty-nine percent of SMBs already use cloud-based applications to expand their IT investments. Examples include services like data hosting, data backup, Go-to-Meeting and WebEx, and hosted PBX. The cloud has leveled the playing field between SMBs and enterprise companies. Services available only to the Fortune 1000 a few years ago are now available to everyone. The second reason this is beneficial to ITCOs is that they really need it. Now ITCOs must find and develop new sources of revenue quickly or they just may not make it financially in the next few years. The facts as they stand are sobering:

- Between 2009 and 2013, ITCOs lost 43 million landlines and VoIP subscriptions, equating to 37% of their local

business. By the end of 2015 the loss will total half of their subscriber base.

- Historically, half of all revenue collected by ITCOs has been in the form of "access" charges paid by other carriers for use of ITCO networks. This revenue has plummeted by two-thirds.
- For decades, high-cost ITCOs have drawn support from the FCC Universal Service Fund. The FCC's decision to scale back this fund will cost ITCOs \$5 billion by the end of the decade.
- The U.S. Department of Agriculture and commercial banks have a long history of lending to rural ITCOs. In light of the aforementioned revenue losses, however, both have sharply reduced loan activity over the past five years. This has cut off access to new capital for many ITCOs.

Since 1934, Universal Telephone Service has been the bedrock principle driving telecommunications policy in the United States. Now, after thirty years of deregulation and intensifying competition, the prevailing trends stand to upend Universal Service and relegate 80 million Americans to living in technological backwaters. Fortunately, solutions exist "in the cloud" that can stop the bleeding for many ITCOs. Emergency Communications as a Service (ECaaS) is one of them. Here is why.

- Industry experts forecast that the global Disaster Recovery-as-a-Service (DRaaS) market will grow at a Compound Annual Growth Rate (CAGR) of 55% percent over the period 2013-2018.
- A new and important subset of this market will be ECaaS. ECaaS makes sense for ITCOs looking to replace lost revenue from landlines and chart a path to a future in the cloud.
- Landline and long distance attrition means ITCOs have lots of spare capacity that can be re-deployed for ECaaS with little capital outlay.
- ITCO service capacity often bypasses major urban areas and network choke points that can be natural targets for terrorism.

1. J.R. Pierce and A.M. Noll. 1990. *Signals: The Science of Telecommunications*. (Scientific American Library: New York).

2. White Paper by Frost & Sullivan entitled "Satellite-Based Business Continuity and Recovery" [http://www.myservicestar.com/myservicestar/White%20Papers/tct\\_whitepapers/spacenet/Frost\\_and\\_Sullivan-BC.pdf](http://www.myservicestar.com/myservicestar/White%20Papers/tct_whitepapers/spacenet/Frost_and_Sullivan-BC.pdf)

- ECaaS is a service that a rural ITCO can deploy both inside and outside its service area.
- Telecommunications and information technology are inseparable in “the cloud” One does not work without the other.
- Finally, ECaaS protects ITCOs from fines for “Sunny Day” outages affecting emergency services. This can save ITCOs from stiff fines being levied by the Federal Communications Commission.

### How ECaaS Solves ITCO Revenue Woes

Unlike major carriers like AT&T and Verizon, new revenue opportunities for ITCOs are harder to find. “Triple Plays” that combine Phone, Internet and Cable TV are dominated by much larger companies than the typical ITCO. The key for the ITCOs will be to leverage the infrastructure they already have while they transition to the cloud.

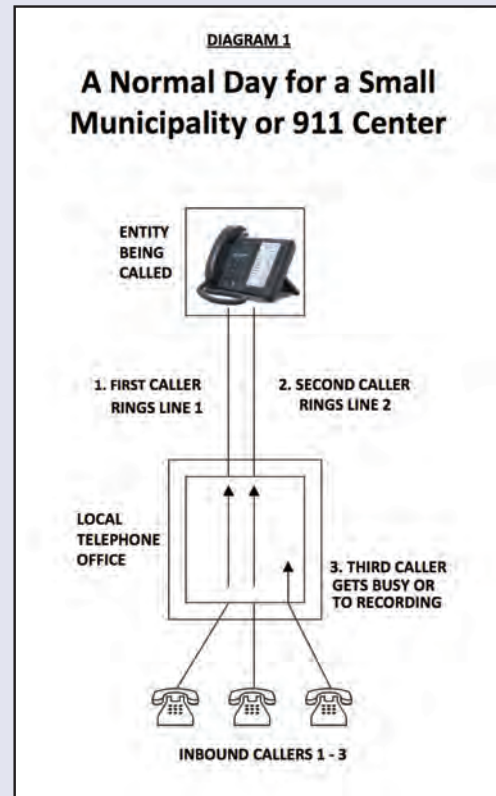
Consider Dallas-based FailSafe Communications Inc. (FailSafe). FailSafe provides a cloud-based service that allows ITCOs to re-purpose under-utilized telecom assets to serve ECaaS customers. The patented FailSafe system is re-branded and sold by ITCOs to police, fire, 911, hospitals, call centers, banks, and others, both inside and outside their franchised service areas.

The FailSafe system duplicates the features of a high-end phone system in the cloud to restore inbound calls and to maintain command and control. It can replicate advanced PBX and call routing features. It can turn wired PBX phones into wireless or satellite phones. It operates without changing inbound numbers. There is no need for the end user to call the ITCO because they manage the system themselves. The system presently serves hundreds of banks, credit unions, hospitals, 911 centers and others but is only now being deployed to ITCOs to white label and resell to their customers.

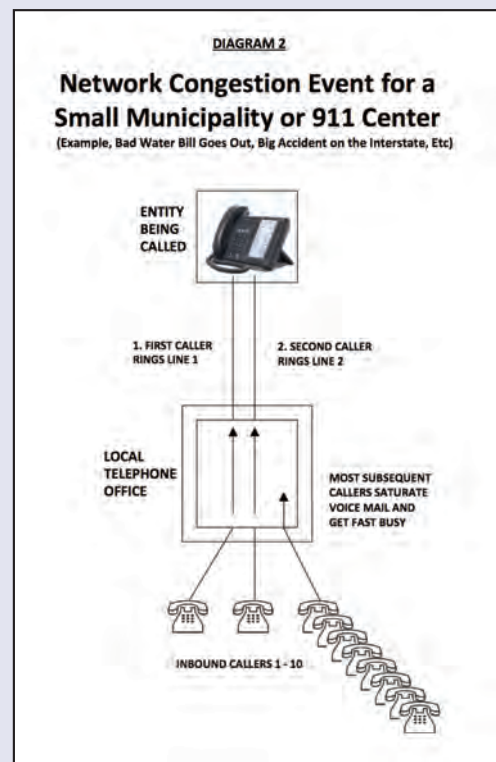
In addition to a monthly service fee, the ITCO benefits from new CABS (Carrier Access Billing System) as well as a noteworthy bump in long distance. The FailSafe system also helps landline retention. Since SMB customers are often too small for dedicated T1 but too large to use only cell phones, this makes them perfect landline customers. Oh, and by the way, Federal and State Universal Service Fund (USF) subsidies for ITCOs are still largely tied to landlines so they increase too.

It is not necessary for the end user to have an actual disaster for the ITCO to make money. Network Congestion Events are far more prevalent than disasters. Each time circumstances cause an end user to overflow their phone

lines, the ITCO earns revenue for carrying those calls as illustrated below:



Businesses install lines for inbound calls based on the typical number of calls expected on a given day, but sometimes the number of inbound calls exceeds the number of available lines.



Inbound callers can greatly exceed the number of available lines. This happens millions of times daily for reasons as dramatic as an earthquake, or as mundane as a telephone cable cut, or as common as a radio station contest. In the diagram above, a municipality has sent out a bad water bill to the whole town, causing a spike in calls as hordes of people call in to complain. This is Network Congestion.



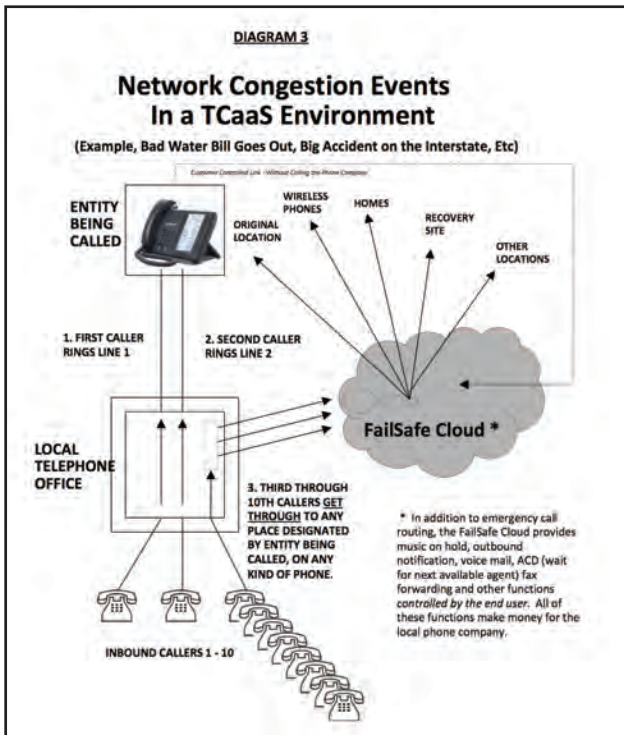


Diagram 3 illustrates how FailSafe addresses Network Congestion by diverting calls through the cloud. For example, recording can be set up almost instantly: "If you are calling about your water bill, press 1 for recorded instructions, otherwise press 0." In more serious disasters, the end user can redirect calls by themselves to wireless or satellite phones, disaster recovery sites, or the even homes of employees. Each time the customer uses the system, the ITCO earns CABS and long distance revenue.

## Potential Customers for ECaaS

ITCOs can tap multiple markets for ECaaS. The following types of end users all have different needs and responsibilities. The common theme between each of them, however, is an almost ever-present need for emergency communications.

**1. Executives in Charge.** In a world of near-instantaneous communications, problems go "viral" in minutes via social media. News helicopters arrive on scene before the hapless organization even knows what happened. Executives and Incident Commanders demand the capability to communicate instantly with key first responders, and stay in control of any emergency.

**2. Business and Commerce.** Major telecommunications accidents occur 80 times a day in the United States. For businesses including call centers, airlines, banks, and retailers, when the phones stop, so does the cash register. Business customers would embrace a system that assures businesses that inbound callers will get through to them, no matter what happens.

**3. Hospitals and Health Care.** A large Regional Medical Center in California is one of the first hospitals to use satellite service to assure emergency calls get through in

a disaster. According to one EMS specialist, "We have numerous redundancies in place, but nothing that's going to be as instantaneous as this satellite backup that will automatically take over for our phone system." ITCOs have roof space for satellite dishes, allowing them to extend their footprint nationwide for ECaaS.

**4. 911 Centers and Emergency Responders.** 911 outages occur almost daily in the U.S. due to power failures, cable cuts, or antiquated infrastructures. Prior to implementing a ECaaS system, one Pennsylvania 911 center experienced two major outages. They are not alone. 7,665 other 911 centers share the same risks that cause 911 calls to fail to reach emergency services. These systems have taken on even more criticality over the past year – financially. Regulators have been doling out stiff fines for outages affecting emergency services as described below.

## The Issue of "Sunny Day Outage" Liability

In the last 12 months the FCC has levied fines totaling some \$35 Million for "Sunny Day Outages." One example is a series of outages last year that prevented T-Mobile customers from reaching 911 on August 8, 2014. The outages that day lasted for about three hours, and blocked nearly 27,400 calls per hour to 911. As a result, on July 17, 2015 the Federal Communications Commission's Enforcement Bureau levied a \$17.5 million fine (settlement) against T-Mobile.<sup>3</sup>

In the FCC's official statement, the following comments are expressed:

*"The Commission has no higher priority than ensuring the reliability and resilience of our nation's communications networks so that consumers can reach public safety in their time of need. Communications providers that do not take necessary steps to ensure that Americans can call 911 will be held to account."*

- FCC Chairman Tom Wheeler

A ECaaS system can help protect an ITCO against liability for these Sunny Day Outages:

*"The availability of an affordable service that can turn two "911" trunks into 100 in time of need should have a significant bearing on an ITCO's liability. It seems to me that the ITCO would be in a more defensible position if a customer weighs a modest monthly fee from their phone company against the risk, but still says "no."*

- Eddie M. Pope, former Chief of Staff to the Chairman, Texas P.U.C.

3. Source: Federal Communications Commission. (FCC) The FCC has fined phone companies nearly \$35 million in the past 12 months for this issue. See also: CenturyLink Intrado, and Verizon

## Summary and Conclusions

- ITCOs are ideally suited to provide ECaaS. Not only can their existing infrastructures be put back to work generating new revenue, but many ITCOs have an additional advantage as well. With a largely rural footprint, they often bypass major metropolitan areas and network choke points that could be natural targets for terrorism.
- Any unexpected event can generate an intense human need for communication to coordinate a response and convey information about affected groups and individuals. A user does not have to experience a disaster for an ITCO to make money.
- VoIP is not the answer. SIP trunks do not always grant users immunity to the problem of network congestion. Quite the contrary, VoIP networks are increasingly subject to attacks based on creating congestion. Such "distributed denial of service" (DDOS) attacks, combined with a physical strike are widely hypothesized as a future tactic of terrorist organizations. Undiscovered bottlenecks of all kinds also exist in the Internet that only become apparent under crisis conditions.
- Despite their importance, thousands of "911" centers in the U.S. often have only two call paths to connect in bound callers to the help they need. When a large accident occurs on the Interstate and ten people call 911 at once, eight out of ten receive a fast busy signal. That should never happen considering the technology available today.

ECaaS provides a profitable new service to ITCOs and a solution to many of these issues. ECaaS has the potential to generate new revenue for ITCOs in a way that is familiar to them and straightforward to implement. ECaaS also provides a cost-effective stepping stone into the cloud, and to future services that go beyond basic telephony. Finally, ECaaS provides protection from fines and peace of mind in terms of Sunny Day Outage liability.

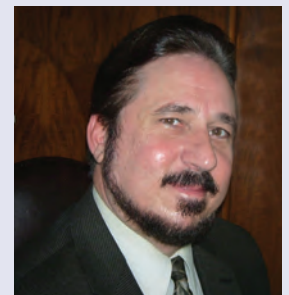
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*Philip N. Diehl, was the 35th Director of the U.S. Mint and former Director of Telephone Regulation for the Texas Public Utility Commission. Philip increased annual profits at the United States Mint from \$727 million to \$2.6 billion, through efficiency improvements and product innovations such as the 50-State Quarter.*



*Leo A. Wrobel, is a true industry pioneer. He was the first in the US to put a disaster recovery center in a telephone office and the first in Texas to carry telephone traffic over a Cable TV system. He founded the first CLEC that was certified in all 50 states and has written business continuity plans for dozens of top firms. Leo is presently CEO of Dallas-based FailSafe Communications Inc. See [www.failsafecommunications.com](http://www.failsafecommunications.com) for more information. Leo is also the President of NaSPA*



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# 4 Secrets to Communicating with Clarity

By Mark Vickers, Speaking Is Selling

After learning to create and present a clear and succinct value proposition, Gerry, the owner of a small company, was overheard lamenting: "I had no idea how important it was to get rid of all those extra words and slow down. How many sales have I lost over the last 5 years because my prospects didn't understand my message?"

Gerry's response is typical when business owners and executives realize they have been overwhelming people with information but under-messaging them. From the showroom to the boardroom, your ability to deliver a message with clarity will have a dramatic impact on your success. What is the cost of un-clear communication within your organization?

When it comes to your spoken communications, planning and preparation allows you to deliver your message more effectively, increasing the likelihood others will respond as desired. As you consider your approach to any conversation or presentation, consider the four keys to developing clarity:

- Substance
- Simplicity
- Structure
- Speed

---

**"I had no idea how important it was to get rid of all those extra words and slow down. How many sales have I lost over the last 5 years because my prospects didn't understand my message?"**

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## SUBSTANCE

When you are communicating with others, you have a message to share and a desired outcome of the conversation. When you focus on the substance, you start taking an intentional look at your message to identify the key message and essential elements. By devoting time to developing your message you increase your probability of success.

Ask yourself:

- What is the single most important message I want them to hear?
- What are the most important details I need to share?
- What do I want them to remember?
- What action do I want them to take?
- What can I say or ask that will help them take action?
- What story could I share to illustrate benefits?

These questions will help you identify the most important substance of your presentation and form a strategic outline.

During your contemplation of substance you will invariably encounter a degree of "Ego Impact." While you would like to believe that people care about everything you have to say... they don't. As part of your message development process, continually ask "Who cares?"

When you consider what you are presenting from the perspective of your audience, you can honestly assess whether or not they care about certain statements or points. By removing elements that your listener doesn't care about, you will begin to create truly powerful and impactful messages using fewer words than you imagined possible

## SIMPLICITY

Having identified your core substance, ask yourself: "How can I deliver this in the most simplistic manner possible?"

Keep in mind that when you are presenting to others, they are:

- Listening to you
- Processing the information
- Thinking about the information and what it means to them
- Watching you
- Distracted by their surroundings
- Feeling their cell phone vibrating
- Thinking about other things they need to do

Given the level of thought and distraction occurring within the mind of your listener, the more straightforward your message, the higher the probability your message will stick with them.

As you develop your message, consider:

- Using simple terminology, avoiding buzz words and jargon
- Using shorter, more concise sentences
- Using a short story to illustrate a point

Keep in mind that the intent of simplicity is not to talk down to people but to present a message that is easy to understand, interpret, and act on.

During your process of simplifying your message, don't be surprised if your Ego kicks in again. Part of your mind will try to convince you that those fancy, complicated words and long sentences with multiple commas and semi-colons make you sound more impressive.

Remind yourself that "less words = more message".

## STRUCTURE

Once you are clear on your key message and wording, developing the structure of your discussion or presentation will help you avoid missteps. Some of the key areas that require attention are:

- Rapport building
- Opening
- Information gathering
- Information sharing
- Story structure and placement
- Closing/call to action

As you become more strategic about the structure of your presentations, you will develop a library of common openings, stories, and calls to action that you will be comfortable using in a variety of situations.

In the early stages of becoming more intentional about the structure of your presentations, you may have concerns that you will become bored with structured presentations. When this occurs, remind yourself that your presentation is not about you or for your entertainment and enjoyment; it is about the people you are talking to, their needs, and helping them move forward.

## SPEED

You have prepared and practiced your presentation and now it's time to talk to a customer or present to a group. During any form of presentation it is important to use vocal variety (tone, volume, and speed) to help keep your audience engaged and to create emphasis on critical points.

Sami, a computer consultant and project manager believed that she was a dynamic presenter but could not understand why the members of her project team did not respond the way she expected.

After listening to a recording of herself presenting in a meeting she was embarrassed and explained: "I sound so boring! I don't even sound like I care about the project. All I do is move step by step through all of the points I wanted to cover in the meeting."

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What Sami realized is that what she thought she was presenting, and what others were hearing were two very different things.

There are a few steps that will help you be more intentional about using speed to create greater impact:

- Record yourself speaking normally to determine your baseline speed, tone, and volume
- Highlight points that you are excited about and practice saying those at a faster rate and slightly higher tone of voice to convey excitement
- Highlight important points, and practice slowing down and lowering your tone to convey importance
- Practice using pauses to allow your listener to connect to your points, and think about their impact.

Initially, the changes to your speaking patterns will feel awkward and uncomfortable. Continue practicing and recording your presentation. As you listen to the recording consider the power of the message your audience will hear. You will begin to realize that the improved vocal variety is improving your message.

Effective communication is an intentional and practiced process. Through your increased focus on Substance, Simplicity, Structure, and Speed, your presentations to your customers or audience will become more consistent, powerful, and most importantly, more effective.

### ABOUT THE AUTHOR

Mark A. Vickers is a Certified Professional Coach, a Gitomer Certified Advisor, and Certified World Class Speaking Coach. Mark is a communications consultant focused on helping you and your organization achieve Excellence through improved communication and speaking skills. He is known for creating and delivering specialized and innovative programs to help his clients. For more information about Mark and his workshops, consulting, certification programs, please visit: <http://speakingisselling.com/>



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# Help Me, Help You: Time Management Strategies for Small Businesses

By John Oechsle, CEO/President of Swiftpage

As a small business owner, you have a lot on your plate. You're managing your business' value in the marketplace on a daily basis while at the same time striving to maintain superior customer service and employee satisfaction. There's a lot on your mind and the minds of your employees, too. Some days, it feels like nine a.m. becomes five p.m. in a heartbeat. At times like this, you spend most of your time just trying to keep the ship afloat.

Of course, you also want your employees to feel accomplished and productive at the end of the day. Professional success is largely a mental game, after all. If you believe you are getting things done and doing good work—then you will probably get things done and do good work! The following are steps you can take to ensure that your team is put in the best possible position to effectively manage their time.

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**The digital age has created various software solutions capable of managing everything from employee calendars to contacts and customers.**

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## PROVIDE THEM WITH TOOLS TO MANAGE THEIR TIME

A great way to help your employees organize their time and increase efficiency is by providing them with a tool to do so. The digital age has created various software solutions capable of managing everything from employee calendars to contacts and customers. With the right system, employees can plug important data into their daily and monthly schedules—like meetings and engagement reminders. Once an employee finishes a sale or solves an issue, they can record the data from the interaction so that it is easily accessible the next time they need it. Managing time with the right software solution can help your small business grow by allowing your employees more time to engage with new and existing customers.

## MAKE SURE THERE IS CLEAR COMMUNICATION

Effective communication plays a critical role in managing the time of employees at any small business. If employees are able to seamlessly share and communicate vital organizational and customer information, they will have a clearer understanding of the big picture in any given situation. Whether dealing with a customer complaint, a partnership agreement or an internal process issue, getting the right information into the right hands is essential to a timely resolution. A siloed approach doesn't bode well for effective time management in a small business environment. There are too many moving pieces and it's too easy for things to fall through the cracks. Maintain an updated database of shared customer information, hold weekly team meetings, and set the tone by communicating directly with each member of your team on a regular basis. Do whatever it takes to ensure there is an excellent stream of communication within your organization because a little extra effort now can save a lot of time in the long run.

## MANAGE EMPLOYEE TIME WITH CUSTOMERS

Another way to help your employees manage their time is by keeping track of their customer service experiences. Your employees are the faces and voices of your business, and you work hard to provide a pleasant experience for your customers. You want each experience to be beneficial and productive for your team and your patrons. Have a process in place so that your staff knows how to route different problems in order to expedite service. The most efficient way to boost your customer experience is to decrease wait time. When one employee can't solve an issue, they should have the necessary tools and information to transfer their client to the person most capable of meeting their needs promptly. One employee shouldn't spend an hour

troubleshooting a customer problem when another can handle the case in just a few minutes.

### CROSS-TRAIN AND DELEGATE RESPONSIBILITIES

Small businesses are better positioned to grow lean if they emphasize the importance of cross-training employees and delegating responsibilities effectively. Employees who are trained to serve multiple functions for the company can be moved around based on current needs as the business grows. If the popularity of your product is increasing quickly, you can reallocate cross-trained employees to help with sales or customer service. If you've just release a new product, you can put more people on customer service and training. Cross-training and properly delegating your workforce to help out where they are most needed is a great way to manage the time of the most important asset a small business has—it's employees.

Successfully managing your time and the time of your employees will boost efficiency and create new growth potential for your business. Your employees will be able to increase productivity and customer satisfaction by dealing with issues quickly. Be the leader that encourages your team's success through effective time management solutions.

### ABOUT THE AUTHOR

*H. John Oechsle joined Swiftpage in July 2012 and currently serves as president and chief executive officer. John came to Swiftpage with a 30 year track record of building highly profitable and sustainable revenue growth for emerging companies and established global leaders. John is an advocate for technology and education in Colorado and has been an active contributor to the Colorado Technology Association (CTA). He has been recognized several times for his involvement in the tech industry. In 2006 and in 2009, John was awarded the Technology Executive of the Year, and the Titan of Technology awards by the CTA. John was also awarded the Bob Newman Award for Outstanding Contribution to the Community by the CTA in 2011*

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### Intergeo 2015: Satel is on its way to becoming the market leader in the area of mission-critical radio communication

Joint trade fair exhibit with exclusive German partner Welotec

<http://www.pressebox.de/redirect/ext?tu=%2Fbx%2F749412&rp=VuoEnxP8rAohgTewnOW62fhZv%2Bhq3Z5fbBGftveTeDQ%3D>

<http://www.pressebox.de/redirect/ext?tu=%2Fbx%2F749412&rp=VuoEnxP8rAohgTewnOW62fhZv%2Bhq3Z5fbBGftveTeDQ%3D>

**At Intergeo from 15 - 17 September 2015 the Finnish radio data communication specialist Satel will present innovative new products, a step toward establishing itself as the market leader in mission-critical radio data networks. In Germany, radio data communication solutions from Satel are distributed exclusively by the full-range and systems provider Welotec. At the trade fair in Stuttgart the partners will present their products at adjacent stands.**

By 2020 Satel intends to be the world's number one provider of mission-critical data connections. This goal also includes becoming the technology leader, which the company will achieve through intensified research and development. That these measures are already producing results will be evident at this year's Intergeo, where Satel will present its latest products. For example, visitors will be able to see the OEM modules Sateline-M3-TR1 and Sateline-M3-TR4. These modules allow use of the frequencies requiring a license (330 - 473 MHz) as well as the European license-free frequency ranges (433.05 - 434.79 MHz and 869.400 - 869.650 MHz). The newly developed Sateline-M3-TR4 is currently the smallest available data transceiver module in its class. The Satel Compact-Proof is a portable radio data modem with a rechargeable battery and a flexible tuning range (403 - 473 MHz). The robust Sateline EASy Pro 25W, likewise with a broad tuning range (403 - 473 MHz), allows radio communication up to a range of 50 km, which makes it quite versatile.

At the world's leading trade fair for geodesy, geoinformation and land management, Satel will present its products directly adjacent to the company's exclusive German partner, Welotec GmbH. Both Satel as a radio data communication specialist and Welotec as a full-range and systems provider have a strong portfolio for the core market of RTK/GNSS, UAV and RPAS applications. Welotec offers a large range of antennas, for example, which more than optimally supplement the Satel radio data modems: the antennas cover a large frequency range from 68 MHz to 6000 MHz, indoor and outdoor applications, MIMO technology and also antennas with an operating range from -40 °C to +80 °C for use in harsh environments. At the trade fair in Stuttgart visitors will also be impressed by innovative solutions from Welotec in the area of industrial communication - for example the industrial UMTS, LTE and WLAN routers of the TK800 series or the high-performance Industrial-WLAN access point DM500. For measuring tasks Welotec offers the laser distance sensor OWTB V2.1, which features an extremely high resolution and ranges of up to 500 metres, making it ideal for industrial applications.

**Satel and Welotec will be at INTERGEO 2015 in Stuttgart in Hall 4 - Booth G4.020.**

Deep link- <http://www.welotec-solutions.com/>



# Best New Apps for College Kids

By: Karl Volkman, CTO of SRV Network, Inc.

The dog days of summer can only mean one thing: Back-to-school shopping is just around the corner. As a country, we spend around \$24.9 billion on prepping our kids for the school year, and these days, much of that money goes towards electronics and tech purchases. Simply put, buying three-ring binders and number two pencils isn't enough. Today's college kids need to be armed with the latest tech gear in order to excel during the school year.

Back-to-school shopping is not just a bonding experience for you and your soon-to-be-coed. It can also help put your minds at ease and reassure you that your teen has everything that they need to excel. After all, going to college can be daunting. It is the first time that many young people will be in charge of managing their own time and their own studies.

Thankfully, there are many apps that can simplify your child's life and help them feel confident and organized as they manage their studies on their own for the first time.

Here, are my top finds for back-to-school must-haves:

**1) iHomework:** With this app, you can keep track of all your assignments and due dates. This is a great app for college freshmen in particular. This is the first time many of them will be completely in charge of getting to class and turning in their work without any parental reminders. An app like this can streamline everything and keep them getting swamped in a pile of syllabuses.

**2) Notability:** With this app, you can take notes sans pen and paper. The app allows you to choose cool font designs and colors, which can offer some visual interest as you slog through boring lectures. Best of all, you won't have to struggle to read your handwriting later when studying for a quiz.

**3) ibotta:** College is expensive, but there are apps that can actually help you save money. There are number of cash-back money saving apps, but ibotta is one of the best. All you have to do is fill out a quick survey or watch an advertisement after you finish shopping. Then you

scan your receipts and get money back—whether it is 30 cents on a carton of milk, or 80 cents on toilet paper. It all adds up!

**4) Bond:** Want to make sure your kid doesn't forget to give Grandma a call every now and then? For example, you can set a reminder to call Grandma once a month, or to check in with your parents once a week. Or, you can use it to keep in touch with your friends back home so that you don't neglect all those important bonds just because you are busy at school. It's an awesome app to help kids stay connected with the people that matter most.

**5) RescueTime:** This app will show you how much time you are wasting on email, texting and Facebook each day. This genius app keeps track of how much time you spend goofing off, and it will actually send you an alert to let you know that it is time to get off Twitter and start working on your chem paper. It's a must-have for teens who are off on their own for the first time and struggling to set boundaries, especially those who have ADHD or attention difficulties.

**6) CourseSmart:** Everyone knows that college books can be one of the most costly parts of attending university. One simple textbook can cost anywhere from \$50-\$100, and that is just for one class! Luckily, with the CourseSmart app, you can have access to the text of 7,000 textbooks, all on your iPhone for free! Just download the app and find out if any of your required or supplemental reading is on there.

**7) Graphing Calculator:** Graphing calculators can be expensive, not to mention unwieldy. With the Graphing Calculator app, you can graph multiple equations and then email them to yourself. While this app isn't going to take the place of a graphing calculator for someone who is majoring in engineering or taking advanced calc classes, it is a good app for someone who just has a few math classes to fulfill in their major.

**8) Stanza:** Another life-saving app for someone who has a lot of reading to do and doesn't want to spend a fortune on reading materials...and for someone who doesn't want to break their backs lugging around the complete works of Shakespeare. With Stanza, you have access to the multitude of classic works that will be

required reading for many college students, including the complete works of Shakespeare, Dickens, Nietzsche, and more.

**9) MLA Generator:** Got a big research paper due in psych class? Researching and writing the paper won't be the only pain, you will probably also have to carefully cite your material in MLA format. With the MLA Generator app, all you have to do is enter the research information into your iPhone, and the app will quickly and easily turn it into MLA format. So all you have to do is copy and paste it into your Works Cited page!

**10) Musical.ly:** Want a great app to help you relax and unwind after a long and stressful day of studying? Turn to Musical.ly. With this app, you can create fun videos of you and your new friends and dorm-mates lip-synching to your favorite songs. You can even do slow motion, fast motion, and other cool video effects. Send one to Mom and Dad to let them know you are still alive and well!

## ABOUT THE AUTHOR

Karl Volkman, the Chief Technology Officer of SRV Network, Inc. in Chicago, Illinois, is an IT Professional with over 30 years of experience. Prior to his position at SRV Network, Karl was the Director of Technology for the New Lenox School District 122 in Illinois, the Chief Information Officer of the Habitat Company in Chicago, and the Manager of Networks & Communications for John Nuveen and Company. Karl's certifications include HP, Microsoft, Cisco, Adtran, Objectworld, and Cymphonix. His capabilities include IT Management, Planning and Technician, Telecomm Technician, Programmer, DBA, and Technology Instruction.



## WinterGreen Impact Market Share Trends

The trend is your friend

The WinterGreen Impact Market Share Trend is a plot of the market share performance for a given sector, quarterly back to 2006. The Impact Market Share provides a context for data driven analysis of market segments. How a given market has changed in the past few years is displayed graphically for the participants by quarter. Worldwide and regional analyses are available.

Graphically layout permits fast visual interpretation of:

- Who are the market leaders?
- What has changed in this market segment?
- Who are the up and coming companies?

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## Nor-Tech designated HPC System Integrator Partner by HP

MINNEAPOLIS – Nor-Tech (Northern Computer Technologies), an Ansys HPC integrator and leading provider of people friendly HPC solutions for CAE, was recently named an official HPC System Integrator Partner by HP. This gives the company HP's official stamp of approval for developing and implementing high performance computing solutions for CAE applications worldwide.

Nor-Tech President and CEO David Bollig said, "We have been working with HP for many years, so they know the level of expertise, experience, attention to detail, and client service that we bring to every project. This latest recognition serves as a specific endorsement of our HPC-related capabilities."

High performance computers, once limited to only the largest organizations, are becoming mainstream from a cost standpoint, but not in terms of usability. Nor-Tech recognized this issue and created a system that allows even those with the barest technology skills to seamlessly deploy and fully leverage sophisticated HPCs.

Nor-Tech's HPCs are completely configured and integrated with each client's existing software and hardware—making the technology as simple to set up as attaching a printer. This is especially valuable for CAE simulations that require significantly more computing power than a desktop/workstation—often in an environment with very little internal IT support.

The ability to expertly match the cluster configuration to the simulation requirements is crucial to maximizing an HPC investment and this is where Nor-Tech shines. Nor-Tech has been developing and implementing smart, cost-effective HPC solutions for over a decade. As a pioneer in the HPC space, Nor-Tech was a five-year member of Microsoft's HPC advisory board, which assisted Microsoft's entry into the HPC market.

Nor-Tech offers a variety of HPC clusters, including standard 42U rackmount clusters, GPU clusters, and visualization clusters, as well as their Intel award-winning Portable Cluster.

Working with HPC providers like HP and key CAE software specialists, Nor-Tech delivers a fully integrated solution and vital support services that eliminate HPC complexity and allow CAE personnel to focus their efforts where they are most valuable. Nor-Tech's simulation software partners, such as Ansys and Dassault Systèmes, are instrumental in developing configurations that fully leverage the hardware.

Nor-Tech Senior HPC Account Executive Bob Dreis said, "We give engineers the processing power to perform simulations and eliminate the complexity. We do this by seamlessly integrating the core components of the client's environment—transforming the HPC cluster into a turnkey appliance. It's the same approach with every HPC system we provide—regardless of size. Once the HPC cluster is deployed, we can get an organization up and running on the software within hours. Being able to ask the right questions and incorporate the answers is crucial to ensuring a successful HPC cluster roll out."

Winner of Microsoft's prestigious Most Valuable System Builder Partner award, Nor-Tech (Northern Computer Technologies) is an industry-leading technology builder and reseller best known for providing turnkey, people-friendly high performance computing (HPC) solutions and Ansys/Dassault Systèmes HPC integration. In addition to HPCs, their custom technology includes workstations, desktops, and servers for a range of sectors including computer-aided engineering (CAE) and computer-aided design (CAD). Nor-Tech's engineers average 20+ years of experience. They have been in business since 1998 and are headquartered in Burnsville, Minn. just outside of Minneapolis. Clients include some of the largest organizations in the world. To contact Nor-Tech call 952-808-1000/toll free: 877-808-1010 or visit <http://www.nor-tech.com>.

Full release at: <http://www.nor-tech.com/category/news/>

Media Room, visit: <http://www.nor-tech.com/media-room/>



# 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** Senior Associate Director, External Outreach and Enrollment  
**Position Title** Senior Associate Director, External Outreach and Enrollment  
**Location(s)** San Francisco, California, United States  
**Description**

Working closely with the Director of the San Francisco Campus and the Dean of Graduate Admissions, the Senior Associate Director will be responsible for all aspects of the graduate recruiting strategy and developing external organizational relationships to support the enrollment goals of Babson College on the West Coast. Specifically responsible for: setting and implementing the strategic direction for the West Coast external outreach effort and proactively generating new business and revenue opportunities by building relationships with local companies, foundations, and organizations within the entrepreneurial eco-system; and determining and shaping class profiles for San Francisco graduate programs through targeted recruiting activities and the development of new pipelines and partnerships.

The Senior Associate Director will be located in San Francisco and will serve as an active member of both the San Francisco Campus team and the Graduate Admissions team located in Wellesley, MA.

- Working closely with the Director of the San Francisco Campus and the Director of Corporate Relationships & Strategic Partnerships, oversees all external relationships with the goal of driving revenue for Babson in the San Francisco Bay Area, and other West Coast markets as they become opportunities for the College. Identifies strategic partnership opportunities for the College and develops a corporate outreach strategy; manages new and ongoing external relationships for the College; and pitches prospective clients, makes presentations, drafts agreements, and engages relevant parties at Babson.
- Identifies other new ways to attract high quality candidates for Babson’s programs in San Francisco to build an enrollment pipeline and ultimately meet recruitment goals. Develops and implements a local grass-roots strategy that could include community outreach, sponsorships, Test It Out programs, referral programs, social media, and community events.
- Develops, manages, and executes all aspects of Babson’s recruiting strategy for San Francisco graduate programs

including but not limited to: coordination of recruiting events both on and off campus, development and delivery of presentations and information sessions, interviewing and counseling candidates, evaluating candidates for admission, and managing all communications with San Francisco candidates before, during, and after program enrollment. Implements the conversion process including outreach to inquiries,

applicants, and admitted candidates. Evaluates and maintains data on all outreach and enrollment efforts and demonstrates ROI. Conducts research and assessments as needed.

- Assumes additional responsibilities both as it relates to the San Francisco operations as well with recruitment for other graduate programs

**Job Name** Software Engineer, Analytical Product Engineering  
**Position Title** Software Engineer, Analytical Product Engineering  
**Location(s)** Austin, Texas, United States  
**Description**

Software Engineer, Analytical Product Engineering: FactSet Research Systems, Inc., Austin, TX: Develop & support new applications, calculation engines, & underlying infrastructure for portfolio construction, portfolio analysis, portfolio reporting, quantitative model building, risk analysis, & fixed income analysis. Min. Reqs: BA, or higher, or for equiv., in CS, CE or rel. tech. field & 2 yrs software engineering industry exper. working w/: Windows, Linux, VMS, C, C++/STL/Boost, C#, Java, Bash, Python, Perl, Javascript, JQuery, AngularJS, Visual Studio, Eclipse, Profiling tools (Valgrind, etc), MySQL & SQL Server. Must have exper. w/ source control & review software, like Perforce, Git, Review Board. Must have proven proficiency in Object Oriented Programming, Multi-threaded Programming, Parallel & Distributed Systems & Agile/Scrum, full life cycle development, development & support of new applications, calculation engines, & underlying infrastructure for portfolio construction, portfolio analysis, portfolio reporting, quantitative model building, risk analysis, & fixed income analysis, front-end application development, diagnosis & resolution of client bugs & issues, implementation of financial models, & loading of client & third-party data. Qualified applicants should mail resumes to Melissa Manna , HR, FactSet Research Systems, Inc., One Sansome Street, San Francisco, CA 94104 with reference to Job Code: FSSWE8.

**Job Name** Database Administrator  
**Position Title** Database Administrator  
**Location(s)** Albany, New York, United States  
**Description**

Database Administrator (Albany, NY) Install, configure and maintain PeopleSoft systems in Linux OS with Oracle RDBMS environment. 2 years of experience required. Must possess excellent PeopleSoft Administration skills on a Linux OS with Oracle backend. Must be proficient in planning, testing, and implementation of new/upgraded PeopleSoft infrastructure. Any suitable combination of education, training, or experience is acceptable. Employer: Xstream IT People Inc., salary offered: \$53,394.00/year, exact work schedule: 9:00am to 5:00pm, Mon.-Fri. Mail resume to: Recruitment and Employment Office, Xstream IT People Inc., Attn: Job Ref #: XTR91651, P.O.BOX 56625, Atlanta, GA 30343.

**Job Name** Software Programmer  
**Position Title** Software Programmer  
**Location(s)** Durham, North Carolina, United States  
**Description**

Automated Insights, Inc., in Durham, NC is looking for a Software Programmer to plan, develop, test, & document computer programs. Apply online at [www.automatedinsights.com](http://www.automatedinsights.com). \*Must reference Software Programmer when applying.

**Job Name** Enterprise Solution Development Manager  
**Position Title** Enterprise Solution Development Manager  
**Location(s)** Rochester, New York, United States  
**Description**

Enterprise Solutions Dvlpmnt Mgr req'd to oversee design, develop., implem. of custom Entrepr. lvl solutions using adv. knowledge of C# .Net, ASP.NET 3.5 and 4.0 , MVC 3.0, Sharepoint, MS VS, JavaScript, JQuery, XML, XSL, XSLT, Telerik, AJAX Toolkit, SQL Server 2008 R2.



Work with clts, vendors & mng on/offshore IT teams' projects. Req'd: MS in Comp.Sci./Apps, IT, Engg, or equiv + 0 yrs exp., OR IN LIEU, employer will accept a BS in one of the same + 5 yrs of progressively responsible IT exp. Mail resumes Attn: EDM-JOB to Netsmartz, LLC, 332 Jefferson Road, Rochester, NY 14623

**Job Name** Software Engineer  
**Position Title** Software Engineer  
**Location(s)** Sterling, Virginia, United States

**Description**

Software Engineer, 10 positions, Sterling, VA: Design and develop software applications Java, J2EE, JSP, APIs, STRUTS, SAP ABAP/Basis and NetWeaver, with relevant modules. The minimum requirements for this position are a Master's Degree in Computer Information Systems, Computer Science, or Computer Applications or Engineering, or a foreign equivalent. Full time, 8am-5pm, Mon-Fri. The wage offered is \$91,000 per year. Proof of permanent U.S. work authorization is required. Send resumes to: Recruitment and Employment Office, UNIFIED SYSTEMS, INC., Attn.: Job Ref #: UNI17107, P.O. Box 56625, Atlanta, GA 30343

**Job Name** Technical Analyst  
**Position Title** Technical Analyst  
**Location(s)** Miami, Florida, United States

**Description**

HSBC seeks Technical Analyst (Miami, FL). Coordinate & manage project activities related to development, maintenance, operation & enhancement of complex check processing applications, programs and systems. Provide computer program/system development, technical support, deployment, maintenance and operation for complex check processing technology platforms. Resumes to S. Scibelli, HSBC Bank USA, N.A. 95 Washington St, Atrium 1NW, Buffalo, NY 14203. Must ref job #2694-539. No calls/emails/faxes EOE.

**Job Name** Software Engineer  
**Position Title** Software Engineer  
**Location(s)** Mountain View, California, United States

**Description**

Software Engineer, Google Inc. Mountain View, CA: Design, dev, mod, &/or test sw needed for various Google projects. MS in CS, EE, or a related field & 2 yrs in: programming models, frameworks, runtime systems & lib for parallel & distrib computing; distrib messaging syst; primitives for expressing concurrency; perfor analysis & optim of lg scale parallel sw; numerical algorithms, data mining, or machine learning; C++ & Python; version control; build systems; debugging and profiling with tools; scripting; & data structures, algorithms, & their use in sw design. OR PhD degree in CS, EE, or a related field & completion of a PhD-level course, PhD-level research project, or dissertation in: programming models, frameworks, runtime systems & lib for parallel & distrib computing; distrib messaging syst; primitives for expressing concurrency; perfor analysis & optim of lg scale parallel sw; numerical algorithms, data mining, or machine learning; C++ & Python; version control; build systems; debugging and profiling with tools; scripting; & data structures, algorithms, & their use in sw design. Any suitable combo of ed, training, or exp is acceptable. Salary: \$117,000. Sched: M-F, 9am-6pm. Send resumes to: Recruitment and Employment Office, Google Inc. Attn: Job Ref#G0012017, P.O. Box 56625, Atlanta, GA 30343.

**Job Name** Software Engineer  
**Position Title** Software Engineer  
**Location(s)** New York, New York, United States

**Description**

Software Engineer, Google Inc., NY, NY: Design, dev, mod, and/or test sw needed for various Google projects. BS in Comp Sci, Electri Engg, Electro Engg, Comp Engg, MIS, or a related field & 5 yrs of prog post-baccalaureate exp in: web dev; client-side tech; internet browsers; and web perf. Position also requires 2 yrs in: web standards; stat analysis on

large audience and datasets; and CH, jsript, and Python. Any suitable combo of ed, train, or exp is acceptable. Salary: \$154,200. Sched: M-F, 9am-6pm.

Send resume to: Google Inc. Attn: Job Ref# G0065093, P.O. Box 56625, Atlanta, GA 30343.

**Job Name** Business System Analyst  
**Position Title** Business System Analyst  
**Location(s)** Lake Forest, Illinois, United States

**Description**

Business System Analyst. Lake Forest, IL. Review software system, business requirements and implement SAP solutions for large volume complex distribution centers. Work With: SAP Netweaver - SAP Solution Manager 4.0; SAP ECC; SAP SCM/EWM; HP Quick Test Pro; HP Quality Center; Microsoft Office Suite. REQUIRED: Master's Degree (US or foreign equivalent) in information technology/related. Bachelor's Degree (US or foreign equivalent) in information technology/related plus 5 years related, progressive experience will substitute for Master's Degree in information technology/related. Employer will accept any suitable combination of education, training and experience equivalent to a Master's degree in information technology/related. Required certification: SAP Netweaver - SAP Solution Manager 4.0. NO PHONE CALLS. Forward resumes to: W.W. Grainger Inc., Attn: Mr. Henry Galatz, Ref. SK, 100 Grainger Parkway, B4.C52, Lake Forest, IL 60045.

**Job Name** Software Developer  
**Position Title** Software Developer  
**Location(s)** Milpitas, California, United States

**Description**

Software Dvlpr req'd to perf. analysis, devel., test., & deploy of Cloud based SaaS Pract. Mgmt. Solut. using Biz Intell. tools/technqs, ETL, MS.Net, ASP.Net, JavaScript. VB prgm. languages, C#, MS SQL SRVR DB, MySQL, MariaDB, AWS, IIS & MS Access. Review code, eval. progress, ID code metrics, create/mng SOPs, data analysis. Req'd: 2 yr Assoc. Dipl. or 3 Yr Bach. degree in CS, Engg, Biz, Math, or rlted. Req'd: 4 yrs of progressively resp. IT exp. Mail resumes to Sikka Software Corp, 920 Hillview Court, Suite 200 Milpitas, CA 95035

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

**Description**

Systems Analyst, Robbinsville, NJ & other client locations: Perform analysis, architecture, design, development & implementation of data warehousing & business intelligence initiatives. Work in Agile environment using Ice Scrum, & JIRA; & Data Warehousing projects from inception to implementation. Define information architecture & technology infrastructure along with design of multi-dimensional data models & Business Intelligence delivery solutions. Manage data analysis, data sources, data mapping & define meta data repository. Evaluate ETL & OLAP tools to recommend suitable solutions depending on business needs. Design, develop, maintain, & administer data warehouses & data marts in retail domain. Use DataStage components like DataStage manager, designer, & director in DataStage administrator using ORACLE, DB2, Teradata & Netezza Provide end-to-end solution of Merchandise Analytics Data Warehouse solution using MicroStrategy including integrating data from various source databases. Duties entail working with DataStage, Informatica Power Center, Business Object, Data Integrator, Erwin, Visio, Sybase Power Designer, MicroStrategy, Oracle 10g/11g, Teradata, DB2, Netezza, MySQL, VSS, Toad, Assential Data Stage, SQL Server, QMF, OAS 10g, Oracle Developer Suite 10g, Retek Application Software, VS.NET, Control-M, & MDM. Masters (BS+5 years exp) in Computer Science, CIS, MIS, Eng (any), or Bus W/1yr exp. Travel required for other client locations W/in U.S. Mail resume iLogic, Inc, 214 Union St, Robbinsville, NJ 08691 or email info@ilogic-inc.com.

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**Job Name** Project Engineer  
**Position Title** Project Engineer  
**Location(s)** Chicago, Illinois, United States  
**Description**

Project Engineer, Chicago, IL: Involve in procurement and quantity take-off process. Perform material take-offs after reviewing the blueprints and drawings. Coordinate with Resident Engineer on daily basis for work execution and scheduling. Prepare and Maintain Cash versus Work Flow of the Project. Direct and coordinate activities in buying and storing materials, equipment's, machinery and supplies. Establish requirements of the project with regard to scope of services, organizations, job specific procedures, planning & scheduling requirements. Involve in selection of sub-contractors or suppliers after reviewing their quote and considering basic requirements. Keep track on day to day progress of the projects and report them using project management software. Oversee on Submittal, RFIM's and other contract document submission process with coordination of Document Control specialist. Perform continuous review, analysis, and update of master schedules to ensure milestone achievement and timely project completion. Prepare and develop Project WBS, preliminary schedule as required, CPM & PERT chart as per the project needs. Prepare RFIMs and QC Addendum for Submittals. Review purchase order claims and contracts for conformance to company policy. Prepare schedules and also maintain them time to time and involve in critical path reporting. Masters (BS+5 years exp) in Civil Engineering, Construction Management, Environmental Engineering, or related. Mail resume to Sumit Construction, 4150 Wrightwood Avenue, Chicago, IL 60639 or email sumitconstruction@gmail.com. Please refer DS1010 in response.

**Job Name** Programmer Analyst  
**Position Title** Programmer Analyst  
**Location(s)** Atlanta, Georgia, United States  
**Description**

Abacuss Software Technologies has a Programmer Analyst position available in Atlanta, GA 30345 (8:30am - 5:00pm, Monday - Friday, 40 hrs/wk) Duties: Analyze and interpret functional specifications and user requirements. Design appropriate software solutions, evaluate database structures and entity relationship diagramming. Prepare the technical documentation for the computer systems. Design, develop and modify the system modules using JAVA, J2EE, JSP, EJB, JDBC, JNDI, and XML. Perform client and server side validations using Java Script and Servlets. Install and configure Weblogic Application Server for the local environment. Perform testing and troubleshooting new and existing software systems. Create a plan for conducting the testing for the functionality. Travel/relocate to various unanticipated locations throughout the U.S. to interact with clients and train end users for various short and long term assignments. Position requires a Master's degree or foreign equivalent degree in Computer Science, Engineering (any), Math or related plus 24 months of experience as a Computer Software Professional OR a Bachelor's degree or foreign equivalent degree in Computer Science, Engineering (any), Math or related plus 60 months of experience as a Computer Software Professional . Any suitable combination or education, training or experience is acceptable. All suitable combinations are listed herein. Experience must include at least 2 years working with Java, J2EE, JSP and XML. Annual salary: \$88,941.00. (Standard Benefits include: health benefits, sick leave, vacation) Submit resumes to: Recruitment & Employment Office, ABACUSS SOFTWARE TECHNOLOGIES, Attn: Job Ref# ABA73731, P.O. Box 56625, Atlanta, GA 30343.

**Job Name** Software Engineering Manager, Core Product  
**Position Title** Software Engineering Manager, Core Product  
**Location(s)** New York, New York, United States  
**Description**

Software Engineering Manager, Core Product, FactSet Research Systems, Inc., New York, NY: Manages a team of software engineers within Core Product Engineering. Min. reqs: BA, or higher, or for. equiv., in CS or rel. tech. field & 3 yrs of software engineering industry exper. w/ Web Development technologies. Must have hands-on experience w/ Structured Query Language & development (SQL, MySQL), Web

scripting languages (ColdFusion, JavaScript, AJAX, MooTools, PHP, JSP , ASP), Web authoring languages (HTML, XML/RIXML) & proven knowledge of Linux / Unix Operating Systems. Must have full life cycle application development experience & ability to communicate well w/ engineers & business principals. Qualified applicants should mail resumes to Melissa Manna , HR, FactSet Research Systems, Inc., One Sansome Street, San Francisco, CA 94104 with reference to Job Code: FSSEM07.

**Job Name** Associate Content Manager  
**Position Title** Associate Content Manager  
**Location(s)** New York, New York, United States  
**Description**

Associate Content Manager, FactSet Research Systems, Inc., New York, NY: Works closely w/ Associate Directors of Content Development in the definition, refinement, development & release of new & revised content collection technologies & workflows. Min. reqs: BA, or higher, or for. equiv., in business admin., finance, economics, mathematics, management or a rel. field & 2 years industry exper. All exper. must include: collecting & consolidating requirements, completing workflows, writing & contributing to the creation of functional specifications, maintenance of those specifications & conducting data integrity tests; writing queries in SQL; designing, developing, & implementing quality assurance tests; creation of new databases; creating & revising query language codes; training experience w/ quality assurance testing & procedures. This position qualifies for the internal FactSet employee referral program. Qualified applicants should mail resumes to Melissa Manna , HR, FactSet Research Systems, Inc., One Sansome Street, San Francisco, CA 94104 with reference to Job Code: FSACM01.

**Job Name** Systems Engineering Manager, Unix Team  
**Position Title** Systems Engineering Manager, Unix Team  
**Location(s)** Norwalk, Connecticut, United States  
**Description**

Systems Engineering Manager, Unix Team, FactSet Research Systems, Inc., Norwalk, CT: Manages a team of systems engineers w/in FactSet's Unix Team. Min. Reqs: BA, or higher, or for. equiv., in CS or rel. tech. field & 2 yrs of systems engin. industry exper. working w/Linux/Unix. Must also have exper. w/: Ruby, Go, Perl, JavaScript, AngularJS, NodeJS, Shell, Java, Apache, CFEngine 3, Git, Docker, LXC, & LogPlex. Exper. must also include creation of company infrastructures, development & maintenance of a Platform as a Service, capacity planning & hardware & software configurations. Must have knowledge of IP networking & data structure and algorithms, as well as working autonomously in all phases of software development life cycle. Qualified applicants should mail resumes to Melissa Manna , HR, FactSet Research Systems, Inc., One Sansome Street, San Francisco, CA 94104 with reference to Job Code: FSSYM01.

**Job Name** Product Developer  
**Position Title** Product Developer  
**Location(s)** New York, New York, United States  
**Description**

Product Developer, FactSet Research Systems, Inc., New York, NY: Gain an understanding and basic knowledge of client workflows and various proprietary content sets, including but not limited to, security and entity reference data and symbology, as well as Ownership and People content. Min. Reqs: BA, or higher, or for. equiv., in CS, Mathematics, or Finance & at least 2 yrs work exper. w/financial data sets. Must have following: proven experience w/ programming & database languages such as SQL; proficiency in identifying & documenting product requirements for financial data products; ability to create & load SQL databases, & write SQL queries to validate & extract data; & experience w/ data warehousing technologies & content oriented software systems. Must also have 2 yrs exper. w/: Windows, Linux, DCL, MySQL, SQLServer & MS Office, including Visio & Access. Qualified applicants should mail resumes to Melissa Manna, HR, FactSet Research Systems, Inc., One Sansome Street, San Francisco, CA 94104 with reference to Job Code: FSPD05.

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# Eight Simple Ways to Show You Care as an IT Professional

By: Don Crawley

When working with end users, customers, and technical support staff, often the most common feedback received relates to how much a support person cares or doesn't care. The simple act of caring about our fellow human beings is the starting point for providing great customer service. When you truly care about your brothers and sisters, your words and actions show it and the rest of your customer service skills just fall in place naturally.

Perhaps you've seen or heard research studies on customer behavior indicating that large percentages of customers—sometimes as high as 68%—are lost due to perceived indifference. In a busy IT department, it's easy to forget that providing excellent service involves more than just fixing the problem.

Highly competent IT departments can still run into performance problems unrelated to technical issues, but instead related to their inability to deal effectively with people. Sometimes, the problem rests with just one or two individuals. Other times, it's systemic within the entire department. Sometimes, the problems are not even related to actual performance, but perceived performance. End user perceptions of IT performance can be jaded by IT staff members who—although technically competent—appear not to care about the end user. Outstanding customer service includes making end users and customers feel good about their interactions by quickly creating a basic human bond.

So, here are eight ways to show you care:

**1. Be on time and be respectful of the end user's time by getting right to work on his or her issue.** There are no good reasons for being late, only excuses. We're not late because the traffic was bad or the drawbridge was up, we're late because we didn't leave early enough.

**2. Be polite.** Remember the manners your parents taught you when you were little. Say please and thank

you, say you're sorry when you make a mistake (oh, and make it real, not just a half-hearted "sorry 'bout that"). Similarly, the correct response when someone thanks you is "you're welcome" or "my pleasure". Do NOT say "no problem". Of course it's no problem, it's your job!

**3. Dress professionally.** Of course, different styles are appropriate for different environments. What is appropriate in a conservative law office would be inappropriate in a startup game development firm. Still, if you want people to respect you, dress like you deserve their respect and realize that's a way of showing your respect for others. To get an idea of what is appropriate for your office, look at how your boss dresses. Some wardrobe consultants recommend dressing for the job you'd like to have.

**4. Carry yourself with confidence.** Even if you don't feel confident, act confident. Look people in the eye and smile. Stand straight, walk with purpose. When you carry yourself with confidence and project an air of confidence, your end users feel cared for. Think about how you feel with different health care providers; a doctor who shuffles into the examining room and who doesn't look you in the eye, doesn't inspire much confidence at all. The physician who comes into the examining room, introduces herself, smiles, looks you in the eye, and shakes your hand starts the relationship on a positive note and inspires a feeling of confidence. It's the same when you deal with your end users. Even when you're just working on the phone, the way you carry yourself comes through in your voice. Plus, it feels good!

**5. Be a good listener.** Remember, being a good listener means you listen more than you talk and when you do talk, ask questions. To quote the late Dr. Stephen Covey in *The Seven Habits of Highly Effective People*, "Listen with the intent to understand, not just to respond."

**6. Follow through.** If you say you're going to do something, do it. If you can't complete it as promised, be sure to communicate with your end user so he or she knows what's happening. When you don't communicate, your end users fill in the blank—and it's usually not good!

**7. Clean up after yourself.** If your work involves visiting customers or end user's offices or personal spaces, be sure to clean up after yourself. Like many of the other traits mentioned, this is about treating your end users with respect.

**8. Do good.** Get involved in your community. Help other people. The act of helping others becomes a way of life and it shows up in all of our interactions, whether at work or elsewhere. Plus, it gives you something to talk about!

Don't misunderstand the concept of creating a human bond with your customers or end users. It doesn't mean that you should attempt to create a deep and personal friendship. It's more along the lines of what happens when one person performs a simple act of kindness for another, even between two strangers. Most of the time such an act does not lead to a lasting friendship, but it does create a good feeling between the two people. It's the opposite of a perception of indifference. Additionally, it can have a ripple effect as both people share their good feeling with others. It's crazy to think about, but the simple act of caring and kindness today as part of your job in IT could change the world tomorrow.

## ABOUT THE AUTHOR

Don R. Crawley is an IT customer service expert who helps IT and other technical staff members master customer service skills. He is an internationally known public speaker and author of *The Compassionate Geek: How Engineers, IT Pros and Other Tech Specialists Can Master Human Relations Skills to Deliver Outstanding Customer Service*. With more than four decades of experience in workplace technology and automation, he is dedicated to helping IT and other technical staff master the art of customer service and communication. Don blogs at [www.compassionategeek.com](http://www.compassionategeek.com).

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## Lumeta Announces ESI 3.0, Empowering Organizations with Real-Time Cybersecurity Intelligence

*Industry leader in network situational awareness introduces Big Data and Advanced Analytics in its flagship product to help organizations address network vulnerabilities and cybersecurity threats as they occur.*

**Las Vegas, NV - Black Hat USA - August 4, 2015** - Lumeta Corporation today announced the latest release of Lumeta Enterprise Situational Intelligence (ESI), the company's market-defining network situational awareness platform, at Black Hat USA in Las Vegas, which takes place today through this Thursday, August 6. Lumeta ESI 3.0 is fully integrated with an embedded Hadoop Distributed File Store (HDFS), enabling Big Data and Advanced Analytics.

Driven by migrations to virtual, cloud, mobile, SDN and SDDC network architectures, and the resulting complexity and rate of change, organizations require real-time network cybersecurity monitoring and analytics. Due to the volume of data available, network security teams need context-aware intelligence – what's most important? what's most relevant? – for prioritization of the most critical gaps in security.

"Many of our customers have difficulty identifying cyber threats fast enough to stay ahead of the bad guys," said Gary Miglicco, senior vice president of security for ePlus Security. "By including Lumeta ESI as a foundation to our security services portfolio, not only are we providing significant value to our customers with a comprehensive index of their physical, virtual and cloud networks – and all the connections between them and outside networks – but also supporting with the automation needed to proactively address large-scale breaches."

Lumeta ESI 3.0 brings a combination of recursive network indexing for a real-time, comprehensive view of a network, and cybersecurity analytics to find meaning in the data and to quickly prioritize any issues for remediation. The newly added Big Data and Advanced Analytics capabilities allow security analysts can combine ESI intelligence with external feeds to dig deeper into the network data and rapidly find more meaning to quickly prioritize remediation needs.

The new capabilities in ESI 3.0 include:

- **Big Data and Advanced Analytics** – The underlying architecture/infrastructure of ESI includes an embedded Hadoop Distributed File Store (HDFS) which allows for the collection, storage and analysis of huge amounts of unstructured data in real-time. ESI can ingest / take in new external data feeds/streams – such as NetFlow data – to correlate with ESI's real-time indexing data. This allows for deeper drill-down analytics to rapidly find more meaning in large amounts of data.
- **Real-time, Scroll Back in Time, and Point-in-Time Views** – Operations Teams can 1) provide scheduled, snapshot reporting for audit and compliance needs; 2) work in real-time, receiving alerts of new connections, devices and potential vulnerabilities on the network as they occur; and 3) scroll back in time, correlating real-time and historical data for forensic analysis and trending / comparative reporting. Because the HDFS allows for the retention of a large amount of historical data, network analysts can "baseline" normal patterns of activity on the network, to identify new anomalies as they occur.

- **Real-time integration of external threat intelligence sources** – ESI includes the ability to ingest open source threat intelligence feeds. The combination of ESI real-time, comprehensive network indexing with real-time security information services provides up-to-date intelligence 1) to identify any internal use/accessibility of known Trojan/malware ports; 2) to correlate NetFlow data to malware command and control (C2) servers; or 3) for zombie hunting.
- **Network Segmentation and Threat Analytics** – Layer 3 segmentation analytics to identify potential leak paths that exist between network segments or between the enterprise network and the Internet – vulnerabilities that put the organization at risk.
- **E-mail Alerts, Custom Dashboards/Reports and Visualization/Map Improvement** – Alerting, reporting and visualization capabilities are significantly improved to allow network security analysts to quickly make relevant decisions about incidents, while still providing forensic experts with details about the incident and its relations with other historical anomalies.

"Security breaches don't happen on a schedule," said Pat Donnellan, chief executive officer of Lumeta, "CISOs and their teams need to defend networks in real-time. The addition of a Hadoop engine and Advanced Analytics in ESI 3.0 enables real-time detection of threats, helping network security teams better prioritize and mitigate vulnerabilities before damage is done."

### AVAILABILITY

Lumeta ESI 3.0 will be generally available (GA) on September 30, 2015. To learn more about Lumeta ESI, please visit: [www.lumeta.com/products/esi/](http://www.lumeta.com/products/esi/)

### ABOUT LUMETA CORPORATION

Lumeta's network situational awareness platform is the authoritative source for enterprise network infrastructure and cybersecurity analytics. Available for both real-time monitoring and point-in-time auditing, Lumeta recursively indexes a network to identify and map every IP connected device, as well as uncover network segmentation violations and cybersecurity anomalies. The foundational intelligence provided by Lumeta gives IT management a clear, comprehensive assessment of network vulnerabilities, cyber threat risks and policy violations from network edge to core, allowing for decision making impacting security, compliance and availability. Lumeta's solution addresses today's security initiatives associated with continuous monitoring; SANS Top 20 Critical Security Controls; and virtualized infrastructure including private and public cloud visibility, outsourcing and offshoring, and software defined networks (SDN) – all of which increase the complexity of a network and challenge traditional security defenses. Lumeta's solution also delivers an efficient and cost-effective process to streamline network consolidation (M&A) projects. Lumeta optimizes other network and security product investments by feeding them accurate and fact-based network intelligence. Headquartered in Somerset, New Jersey, Lumeta has operations and customers throughout the world. More information is available at [www.lumeta.com](http://www.lumeta.com).



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# Your Competitors Are Adopting Additive, Are You?

By Mitch Free

***According to Forbes, 68% of survey respondents forecast that their spending on 3D printing will increase in 2015, and the Harvard Business Review reported that projections have industrial-grade 3D printer sales rising while the range of printable materials continues to expand (May 2015 Feature Article). Great, so why is additive manufacturing getting all the attention today? It's simple, as additive technology (3D printing) has matured, the benefits for commercial and industrial applications are not only becoming more recognizable, forward thinking companies are already leveraging the technology to gain a competitive edge.***

## ADDITIVE WHAT?

To understand some of the benefits of additive technology we need to start by providing some context. Let's start with traditional manufacturing technology. When someone says "traditional manufacturing" they are almost always referring to subtractive processes on a large scale; machining or injection molding. Machining is a subtractive process where cutting tools are used to remove material from stock (metals, plastics, woods) to produce a finished part. The more complex a part, the more machining operations required; often requiring more than one machine. It's not uncommon for many parts to visit two or three machines before they are completed. Injection molding is different.

Injection molding is a process where precision molds, usually machined out of hard metals such as tool steel, are used to provide form to material, usually plastics that are heated and injected into the molds, and then rapidly cooled and ejected. Injection molding has transformed the use of plastics as the go-to-material for everything from consumer electronics (radios, remote controls, music players) to medical devices (blood glucose meters, AEDs, heart monitors) to automotive components (dashboards, seats, trim) to household appliances and utensils. This list goes on, just look around the house and

office to see how many items you use on a daily basis are made of plastic – almost all of it was injection molded. But, it all starts with machined molds.

Additive technology is exactly the opposite of machining, and does not require the tooling required with injection molding. With additive technology, or 3D printing, layers of material (thermoplastics, metals, paper, and even biomaterials) are added, layer by layer, until a finish part is produced. Unlike subtractive technologies where a tool must be able to reach into the stock to remove the material and produce features, additive is not limited by the length of a cutting tool or the capabilities of a machining center (how many axis it has, for example). Thus, with additive there is not "tax" for complexity. This allows a part with complex shapes and features that would normally be difficult or impossible to machine or mold, such as hidden channels or closed chambers, to be produced with a simple button click. It really is that simple. When you combine additive technology and scale, you get additive manufacturing, or AM. Take it one step further, and significantly reduce human intervention through automation, and you have Direct Digital Manufacturing, or DDM. Now, if you really want to understand why companies are quickly adopting additive technology and why AM, and DDM, are beginning to factor into how companies actually design and produce products, it helps to understand the economics behind the technology.

## THE ECONOMICS OF ADDITIVE

The economics of traditional manufacturing are pretty well understood and accepted. The more parts you produce, the less you pay per part. As you can see in Fig. 1, with traditional manufacturing there are typically high upfront costs, especially for single prototypes and limited production runs. When it comes to machining, regardless of how many parts you are going to produce, you still have to schedule machine time, set up the machine(s), and run the parts. Unless a contract manufacturer (job shop) specializes in prototypes and short run production, most suppliers try to avoid low volume jobs – or charge a

healthy premium to do the work (again, refer to Fig. 1). For injection molding the costs are even greater. Because a mold is required that means someone has to machine the mold(s). Most molds require an initial investment starting in the tens of thousands of dollars, and can quickly reach \$100k as part size and complexity increases. Accordingly, when it comes to machined and injection molded parts, companies have to produce large quantities if they want to justify these upfront charges and reduce unit costs.

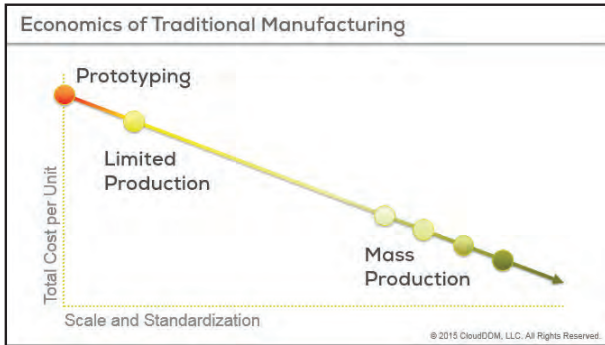


Figure 1

Here is something to consider when you look at the costs associated with traditional manufacturing. How many companies limit how quickly they can innovate and release new products, or new variations of existing products, to market because they have hundreds or thousands of "parts" sitting on the shelves and don't want to scrap them? How many competitors are given windows of opportunity to enter industries and grab market share from large or well-known companies (brands) because of the situation described above? Hint – it happens more often than you could imagine.

The economics of traditional manufacturing, as outlined above, is no big secret or revelation. Again, it's just the cost of doing business. But what about the economics of additive manufacturing? In Fig. 2, you see why Additive is such a big deal. The upfront costs associated with prototyping and small production runs, for all but the most exotic or specialized parts, are much less than traditional manufacturing. While it takes high quantities of parts, or large volume, to get the unit price down with traditional manufacturing processes, the total cost per unit for parts produced via 3D printing is almost linear. Even more so when you turn to AM and DDM.

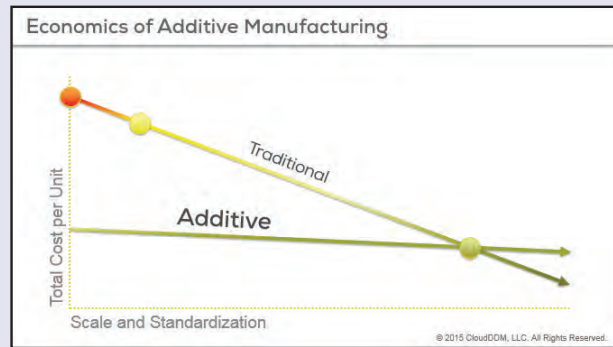


Figure 2

With these type of economics it is clear that anyone producing parts today has to take a serious look at additive, but what are the real benefits aside from reduced upfront costs?

## THE BENEFITS

The benefits additive offers designers and engineers, start-ups, and large companies speak for themselves. Here's a short list:

- As mentioned above, no tax for complexity – provides freedom to innovate
- Every part can be different – unlimited customization, and with customization, higher profit margins
- Iterate designs faster – go to market with a better product
- In-market product testing – get it right before mass production
- Low volume, niche products are now viable – reduced upfront costs, no expensive tooling
- Improve designs faster – respond quickly to customer feedback and give them the products they want
- On Demand production for end-use products and spare parts – zero or limited inventory allows you to save upfront capital, mitigate the overhead involved with product obsolescence, reduce storage costs associated with inventory, and print what you need, when you need it





## THE RISKS

None. If you don't have the volume to justify the purchase of a printer, there are plenty of services available to provide you with 3D printed prototypes and end-use parts. Our company, CloudDDM, specializes in industrial grade additive parts with the added benefit of fast turnaround thanks to our operations being based out of the UPS Supply Chain Campus in Louisville, Kentucky. Simply upload models (STL files) to our CloudDDM App, choose your material and print options, and checkout. Parts are printed, packaged, and put on a plane. It doesn't get any easier than that. And, we are just one of a growing segment of manufacturers, known generally as additive manufacturers, providing 3D printing services to companies who can't justify the expense of ramping up additive manufacturing operations, in-house.

### What can You do right now?

Chances are, if you have read this far it means you have not already adopted additive as a manufacturing process for prototyping or producing end-use parts. If this is you, go out and purchase a 3D printer. It doesn't have to be a large scale, industrial printer. In fact, you can pick up a great desktop 3D printer, with material, for under \$5k. Two models to consider are the [MakerBot Replicator 2](#) and the [Airwolf 3D AW3D HDR](#). Either way, get one. You should have hands-on experience of how additive actually works. As an added bonus, you now have an excuse for getting your own printer. (You know you want one.)

Next, start reviewing your company's product portfolio and start identifying products and parts that could benefit from being produced via additive technology. If you design parts for third parties, consider how additive could help your customers by reducing costs, help them reduce inventory, and enable them to produce better products, more quickly.

Once you have identified some candidates, check around and see what it would cost to produce prototypes, small production runs, large production runs. This will help you begin to develop a strategy around how to leverage additive technology (3D printing) and transform product development and fulfillment, giving you an edge over your competition.

## ABOUT THE AUTHOR

*Mitch Free is a columnist for Forbes and Contributor to CNBC's Small Business Council, Mitch Free is the CEO of CloudDDM, a provider of direct digital manufacturing services to the consumer product, packaging, aerospace, automotive, transportation, and medical industries. A global entrepreneur and expert in manufacturing, Mitch also serves as Chairman & CEO of ZYCI CNC Machining ([www.zyqi.com](http://www.zyqi.com)) and is the Founder of [www.MFG.com](http://www.MFG.com), the world's largest online marketplace for the manufacturing industry (with investors that include Jeff Bezos and Fidelity Investments).*

*Mitch began his career as an apprentice machinist and developed a passion for applying advanced manufacturing technologies. Northwest Airlines recruited him to develop methods to reverse engineer and produce aircraft parts. Holder of multiple patents, his track record of innovation and leadership quickly led to senior management positions where he oversaw aircraft acquisition and commissioning projects worldwide. The vision for [MFG.com](http://MFG.com) propelled Mitch into the world of digital manufacturing where his pioneering work quickly established him as an industry leader.*

*A dynamic and sought-after presenter, Mr. Free has spoken at Northwestern University, Harvard Business School, Wharton, Fudan University in China, the Society of Manufacturing Engineers, and appears regularly on various NBC, CNBC and Fox Business News. Because of his involvement in American manufacturing and global trade Mr. Free was selected by the Clinton Global Initiative to help develop strategies to revive American manufacturing.*

## ABOUT CLOUDDDM

*Headquartered in Atlanta with facility operations based out of the UPS Supply Chain Campus at UPS Worldport in Louisville, CloudDDM provides direct digital manufacturing services to designers, engineers, and manufacturers throughout the United States. UPS has taken a minority stake in CloudDDM through the UPS Strategic Enterprise Fund. With Phase I of their installation on the UPS Campus completed, expansion is already underway. Additionally, plans are being made for additional operations to be established in Europe and Asia. More information can be found online at [www.cloudddm.com](http://www.cloudddm.com).*



# Profitability Crisis: Flailing Confidence a Key Factor in Revenue Loss

## 4 Sure-Fire Strategies for Cultivating Client Credibility, Trust

By **Brian Greenberg**

There's been much researched and reported about why businesses don't turn a profit—some chronically operating "in the red" month after month until failure finally ensues. In fact, reports reveal that a staggering 50% of new small businesses fail in the first year, alone, and only one-third survive 10 years or more. While the litany of IT business failure postmortems have asserted viable collective reasoning for said profitability pitfalls and outright failures, including money mismanagement, operational inefficiencies, poor needs analysis and price planning and being out-competed among them, not enough have focused on the all-mighty client credibility and trust factor when analyzing a building business boon or bust.

Far too many companies are churning out traditional sales lingo laced with fluff and vague, or entirely overinflated, claims, spending paltry little time and energy establishing credibility with prospective clients. And, the mission critical nature of credibility cannot be overstated, as it establishes a company or brand's integrity, reliability, validity, soundness and a host of other image-including indicators of an entity's moral and ethical code, and the standards by which it operates. At the most fundamental level, credibility translates into trust, and trust translates into sales.

Today's client is quite savvy, but are often overloaded, over-committed, overdue for a vacation and, thus, easily annoyed. From telemarketer calls coming in at

dinnertime or, worse, before the alarm sounds in the morning; an endless stream of SPAM e-mails jamming inboxes; and mailboxes overflowing with white mail that proceeds directly to the recycle trash bin, statistics show that clients can be bombarded with more than 300,000 messages every day. This overwhelming demand for client attention and dollars has created a market filled with cynics, whose defenses are on full alert.

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This heightened emotional state is working against commonplace sales tactics that are hyper-focused on getting to the close, rather than getting to know the client—and vice versa. Often, brand marketers fail to realize the sale begins and ends with authentic connection on both sides.

Clients need an advocate. Amid all of the marketplace 'noise,' there is an incredibly opportunity right now for customer-centric brands to cut through the clutter. One way to do this is by establishing credibility with clients. Companies that do this effectively will most certainly amass market share.

What I've learned over the years is that shoppers go through different phases, such as interest, awareness and action, before transitioning to the "buying" stage." However, the successful marketer offers multiple ways to prove the company and/or the product's credibility through meaningful and relevant engagements that will carry a client through the emotional continuum of interest to final sale...and referrals and recommendations to others beyond.



Below are four proven tactics I've learned on the sales and marketing front line, which are critical to building a loyal client base and ultimately boosting revenue in kind:

## 1. Righteous Reviews

Studies show that, in general, people like to do what others are doing, especially in situations where they feel insecure. That fact can be emphasized by another fairly understandable statistic: Clients are more likely to make a purchase from an entity that can produce favorable reviews about their product, service or company. In fact, according to a new survey conducted by Dimensional Research, an overwhelming 90 percent of respondents who recalled reading online reviews claimed that positive online reviews influenced buying decisions, while 86 percent said buying decisions were influenced by negative online reviews.

## 2. The Science of Social Proof

Simply put, social proof is influence created when one discovers that others are doing something. While reviews and testimonials are two of the most persuasive forms of social proof as detailed above, there are other important considerations. We now know that—with the rise of Internet sales and social media—potential buyers can amass a great deal of information even before visiting a store or certainly making a purchase. Endorsements from organizations or celebrities with a positive public image and “wisdom of the crowds,” can definitely provide the emotional risk relief needed to close a sale.

Social media also presents tremendous image opportunity. For example, Facebook is considered the “most effective” of the social media sites. “Likes” on Facebook are positive reviews about your products or services and ultimately show potential users that your brand can be trusted. Another highly effective brand-builder is publicity! Being mentioned in the media is extraordinarily effective as having your brand or company featured, or offering expert source “thought leader” commentary, is essentially an implied endorsement from the media outlet in which it runs. Of course, it's imperative to leverage these public relations “wins” in your sales, marketing and business development efforts.

## 3. Transparency Translates

The word “sales” has become synonymous with “hype.” Modern commerce is now based on transparency. This asks that we operate with openness, clear communication and accountability. A marketer that truly cares about the prospect's perceptions and experience will have nothing to hide. Ensure marketing speak has no hidden agendas or false promises, and that all who come in contact with

your business —gain a sense of—or have unencumbered access to—the company's mission, vision, philosophies, environment, culture and core.

Potential clients consistently rank customer service as the number one factor impacting vendor trust. And, understanding that things sometimes go awry in business, I've found that people admire companies more when they readily admit to a mistake and address the issue directly. For me personally, the best way to adhere to full and complete transparency in business is to be mindful that businesses have a responsibility: one that fosters clear, open and meaningful exchanges with both prospects and established clients on any subject they want to explore. It's definitely a winning path to a lucrative end, but transparency has to also be an “end” in and of itself.

## 4. Take Direction from your Clients

No matter what business you're in, your most precious asset is your existing customer base. Why not intensely focus on their behavior and commentary (whether solicited or not), as you do business with them? Ask them for honest feedback. Motivate and compel them to provide it. It's the only way to gain a deeper insight into their thinking, how they feel about your business, product or approach, and what you can do to make their experience better. This can be informal discussions or “interviews,” or anonymous surveys and polls that provide anonymity and can make subjects more comfortable to express their real thoughts and feelings.

What does your expressed desire to listen to your clients say about a company or brand? It tells them that it cares; that it's serious about satisfying them; that it wants to succeed; and, most importantly, that you're open to change. In this same vein, listening to employees can provide great value as well. They are on the front line after all. Ask them what they are hearing, what they feel is going well, and what is not working at all.

Being a credibility-conscious IT reseller sales operation does not take a large budget. It largely involves not telling people what they want but rather listening to, and otherwise availing, what they need. If you provide valuable information—and uncontested access to it; offer a product or service whereby the care and quality is evident; rally existing clients, partners and other constituents to get on your bandwagon through testimonials, social media and the like; and consistently demonstrate top-notch service over a sustained period of time, your reputation alone may be enough to spur that coveted sales growth.

*(Continued on next page)*



## ABOUT THE AUTHOR

Brian Greenberg is a multi-faceted entrepreneur currently serving as a founder and executive of multiple online businesses, including serving as President of True Blue Life Insurance. Recognized as one of the most creative people in the insurance industry, Greenberg is in the world's top one percent of life insurance and financial services professionals. He may be reached online at [www.TrueBlueLifeInsurance.com](http://www.TrueBlueLifeInsurance.com).



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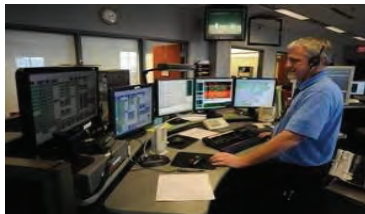
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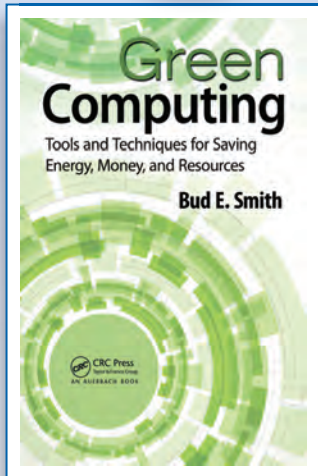




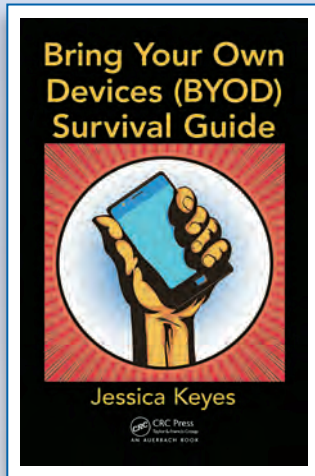
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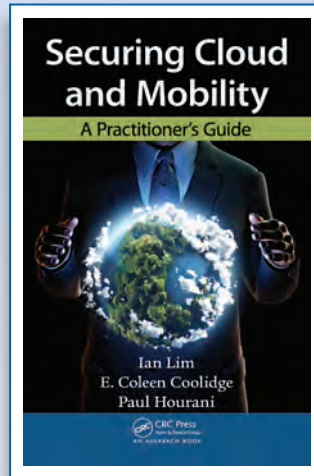
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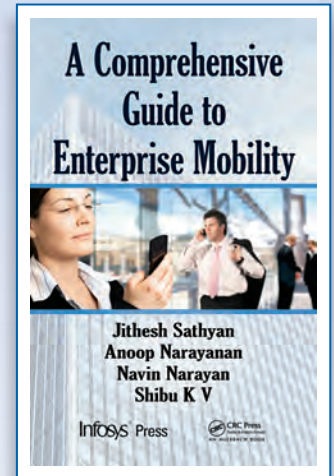
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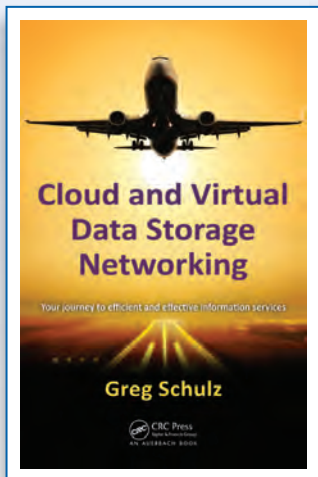
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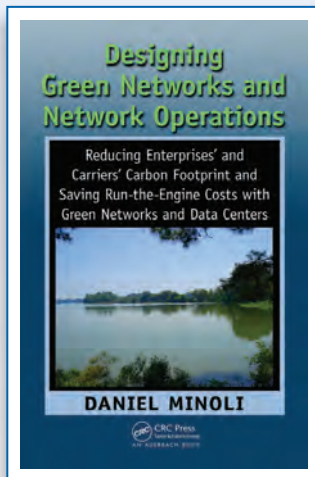
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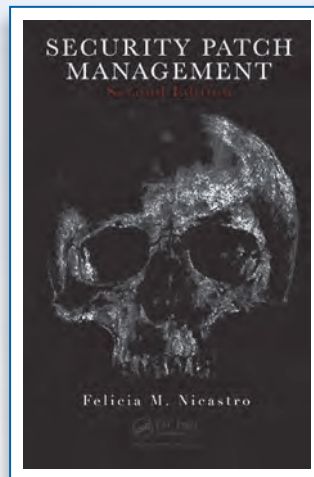
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