

The Quarterly Journal of the International Secure
Information Governance & Management Association

2019 | Issue 4



JOURNAL

*The Art of Negotiation:
From High Velocity to
Reciprocity*

From High Velocity to Reciprocity

How Current Disruptions in Commodity Pricing &
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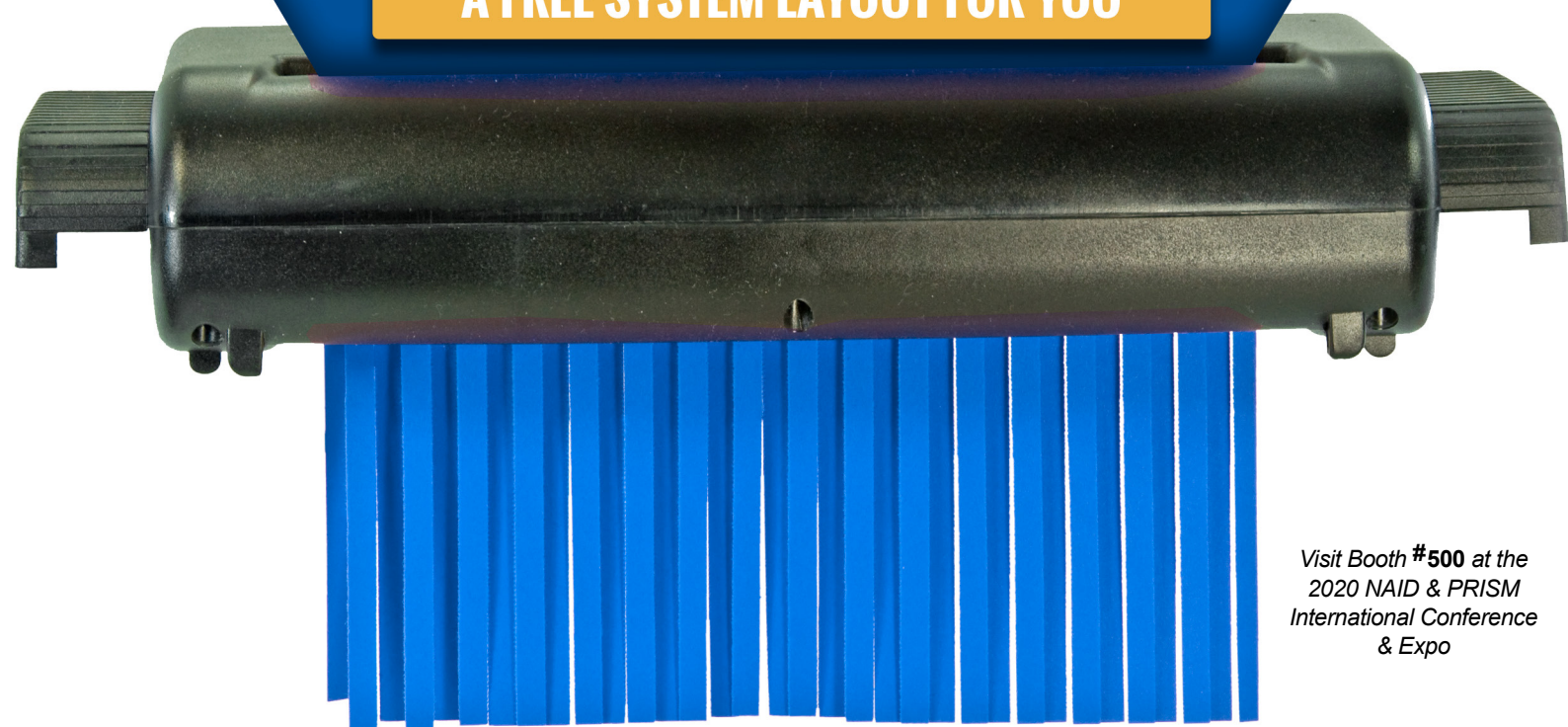
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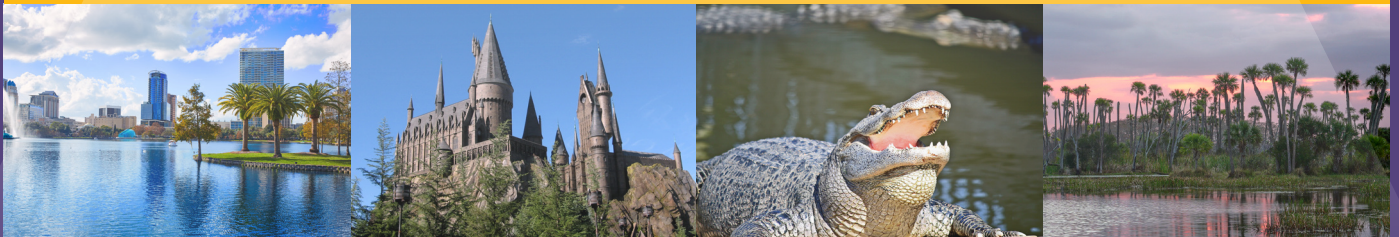
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FROM THE EDITOR

Kelly Martinez

NAID Director of Marketing & Communications

For the past year and a half, I've glanced out the office window to see the lot across the street slowly transform. It was a series of older homes. Then their demolition site. Then the lot sat quiet for several months. And now, slowly the infrastructure for a new apartment building is taking shape. The final result of which will not begin to house occupants for still another year to come. Each day, as I look out my window, I wonder what in the world the construction team is doing – it doesn't make sense to me, the manner in which they have approached this architecture. And yet, a parking garage is now visible, and the structure is taking shape.

So often in business, we are left frustrated by a timeline that leaves us yearning for acceleration. Periods of rush and then waiting. Phases that don't always feel ideal but are integral parts of the building blocks that shape a successful organization. During these times, we must be patient. It's often better if you have a copy of the architect's plans to review! But even when commodity pricing plummets and growth trajectory stalls, it doesn't mean construction is over. Tear down, build up, find success. Pursue.

Discover some of the foundational elements i-SIGMA has been implementing over the past year on page 24. And how to avoid some of the stalls that the economy has thrown this way on page 12. Then, gain the tools to negotiate for more in every aspect on page 18. And keep that vision for the future alive by hearing from others in the industry like you on page 32.

The iG Journal has now been around for one solid year. We look forward to continuing to be one of the many tools available to you in building toward tomorrow's goals together.



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PRESIDENT'S MESSAGE

Ten years ago, I attended my first industry conference. At the time, I was a newly minted graduate of the University of Georgia working in the finance industry in Atlanta. It was at this conference that I realized our industry was about more than schlepping boxes and storing records. The people I met and the problems I recognized that I wanted to solve captivated me. I was all in. And it wasn't long until I joined my father in business at Secure Records Solutions.

Fast forward to 2019. It's hard to believe it's not only the end of the year but the first complete year of i-SIGMA's existence. For all intents and purposes, it's exceeded all the expectations of leadership. We've increased efficiencies, enhanced offerings to our members, and expanded our international reach. For the fiscal year 2019, we added 82 members across the globe. There are exciting plans in the works to redevelop the Privacy + Certification under the image of AAA while still maintaining its chief strength.

While there are many benefits to being a member of i-SIGMA – certifications, access to industry peers, access to the newest technologies and vendors, and conferences, to name a few – the biggest benefit I see is the chance to work on my business instead of in it. The connections I've made over the years have truly revolutionized how I've done business and added value to both the top and bottom line.

When I think back to my first conference 10 years ago and the excitement I felt, it's hard for me to believe that you can be passionate for this business without being a member of the industry association. From the people I meet to the new technologies I am exposed to at industry conferences, i-SIGMA is truly the sun around which this industry revolves. As a member, all these benefits are at your fingertips; it's up to you to take advantage of them!

Here's to a wonderful end of 2019 and a fabulous start to 2020.

Warmest Regards,

Christopher P. Jones
i-SIGMA co-President

N

Shred School is for the Hungry

Shred School 2019 wrapped up in early October with its final stop in Portland. While every attendee from all three destinations stated they would consider attending again, they also all had one thing in common that Kelly Martinez, Director of Marketing & Communications for i-SIGMA and Shred School Trainer claims any future attendee would probably desire as well.



"I've said it before and it still holds true, Shred School is not for everyone," stated Martinez. "Because not everyone is a learner." She explained that there are many in the industry who are happily running their businesses as effectively – or not – as they'd like, and they wish no further input into that system.

She went on to add, "Shred School is for the hungry. For those business owners, sales representatives, and operations managers who want to keep their business not just current, but at the edge of tomorrow. They want to drive results."

This eager learning spirit seemed to be the sentiment from all of the attendees at the 2019 workshops.

Attendee Josh Hartwell of Information Protection Services Inc | Shred Boss LLC shared, "I have attended Shred School before and have had just as many take-aways, if not more, the second time around. I will definitely attend again. Anyone in the shredding industry that wants to see their company grow should attend."

Martinez added, and "Shred School doesn't really end after the two-days." She explained that the takeaways are intended to be strategic and actionable plans that can be implemented over the following 30-, 60-, 90-days and even longer tail initiatives over several months to push businesses to the next level of success.

View the 2019 Photo Album on NAID's Facebook Page and stay tuned for Shred School 2020 opportunities opening early next summer.

i N P

RIMPA Live Concludes 2019 i-SIGMA Outreach

The association will close out another year of strong outreach with an appearance by i-SIGMA CEO Bob Johnson at the RIMPA Live Conference and Expo in Melbourne, Australia.

"The RIMPA event hosts hundreds of high-profile information managers hungry for information on data protection and compliance," said Johnson, "and those attendees influence thousands of others who follow their lead."



Commenting on the association's history of robust outreach, Johnson predicts 2020 may well dwarf all previous efforts.

"Often we are speaking to members and other service providers," said Johnson. "The RIMPA Live participation represents our intention to spend more time talking to practitioners who make RIM-related buying decisions."

P

Analyzing Survey Results to Determine Membership Needs



The PRISM International Divisional Leadership Committee propositioned a survey that sought member feedback in determining the resource and educational needs of members. The results have been recorded and analyzed, and the committee will now take these results to help plan and implement strategies that best serve the membership. This will help in the preparation of new materials, education, and additional resources.

Looking at the results, when asked what is needed most for training, resources, etc., a majority of surveyed members stressed the importance of safety/OHSA, followed by privacy standards, and finally disaster recovery planning. When asked about what service opportunities they

saw as having growth potential in the RIM market, 66% stated that document imaging had the most potential.

There also appear to be some business aggravations that are making members lose sleep at night. Responses ranged from market direction, labor shortage, and continued sales growth.

The purpose of conducting member surveys like these are to thoroughly assess the association's direction, especially with committees that connect with members frequently. By looking through these results, the PRISM International Divisional Leadership Committee is able to positively adapt to member needs and the changes that the industry poses. Thank you to all who participated.

i N P

i-SIGMA Board Approves Officer/Director Appointments

The i-SIGMA Board of Directors approved the appointment of Brian Connelly of All Points Mobile Shredding (Stuart, FL) to the office of Co-Secretary, filling a vacancy that resulted from the resignation of Don Gerard, CSDS. The appointment of Connelly, who was already serving as an i-SIGMA Director, reflects his investment in the industry and came as no surprise.

"Whoever we appointed would automatically become part of the Executive Committee," said i-SIGMA Co-President Christopher Jones. "As a result, we decided to promote someone who was already familiar with the ongoing issues occurring both before and after the recent merger."

Jones added that Connelly met another important qualification as well.

"Brian's firm is an independent, mobile secure destruction service," said Jones. "My colleague and Co-President Angie Singer Keating and I felt it was important to maintain the consistency of representation on the Executive Committee. We're very lucky to have someone of Brian's acumen and integrity willing to step up."

In addition to his service on the i-SIGMA Board, Connelly is also a member of the i-SIGMA Insurance Oversight Committee.

To fill the vacancy resulting from Connelly's appointment to the Executive Committee, the board appointed and approved Margaret Meier, CSDS, of UltraShred Technologies (Jacksonville, FL) as an i-SIGMA Director. Meier also serves as Chair of the NAID AAA Certification Support Committee.

i N P

i-SIGMA CEO Comments on New Jersey Regulatory Event

The New Jersey legislature is confronting an issue that all states (and all governments) will soon be forced to confront.



As the saying goes, the genie is out of the bottle and, in the case of data protection and privacy regulations, it is the GDPR that rubbed the proverbial

lamp. In short, what the GDPR did was give full control of personal information to the data subject – the individual. As a result, the individual can go to any data controller (organization), ask to see what information they have on them, have that information corrected if necessary, approve or deny the sharing of that information, or ask that the information be deleted.

On the heels of the GDPR, and propelled by the Cambridge Analytica scandal, California passed the GDPR-esque Consumer Privacy Act (effective Jan 1).

More than Keeping Up with the Joneses

What's happening now, in New Jersey and other states, is more than just following the leader. Laws like the GDPR and CCPA are not just highly popular among the citizens (who want to be in control of their data), but also from an economic development perspective. This new generation of law 1) does not stop at their state's borders but rather applies to their citizens, and 2) includes provisions that forbid their citizens' information from being sent or stored in jurisdictions where the same provisions and protections do not apply.

As to his participation and take-aways from his participation, Johnson says it is clear that most data controllers and service providers don't yet realize the extent of the changes.

"I left with the impression many data controllers – even the large ones – are resting on their existing data protection mechanisms," said Johnson. "I am not sure they realize what it means to be at the beck and call of every person whose information they are storing. And, while I believe the new compliance requirements are manageable, there will certainly be unintended consequences."

"As for service providers," Johnson adds, "the new regulations will be a boom or a bane depending on whether or not they're ready. I think the first course of action is to revisit service contracts."

i N P

Board creates Insurance Oversight Committee and Appoints Chair



The i-SIGMA Board of Directors feels the association could do more to help members control increasing insurance premiums and has created the Insurance Oversight Committee (IOC) to do just that. Initially charged with promotion and oversight of i-SIGMA's Downstream Data Coverage professional liability product, the board also instructed the committee to examine other ways the association's buying power can be used to improve all of the various insurances that are commonly purchased by members.

The board has approved the appointment of Brock Miller of Shred Northwest (Portland, OR) to chair the committee.

"I firmly believe if members knew more about the value of Downstream Data Coverage it would be far more widely adopted," said Miller. "I am also excited about exploring options with other types of insurance. I think we'll find we have some leverage."

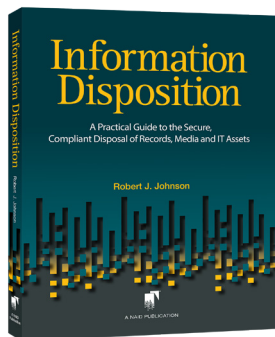
Those interested in serving on the committee should contact the Committee Administrator Sara Berntgen at sberntgen@sigmaonline.org.

N

Information Disposition Textbook: Getting Clients to Take You Seriously

Though i-SIGMA continues to produce new marketing tools like the recently released Universally Compliant Service Provider Contract, members are reminded they should continue to take advantage of those that came before.

Only three years ago, NAID introduced the first and only textbook on data destruction, examining it in theory and practice from a wide range of perspectives, including risk management, regulatory compliance, information governance, and operational security. It was then and remains the single most comprehensive and heavily documented publication on information destruction available anywhere.



"Of course, we were delighted by the initial reaction to the book," said the book's author and i-SIGMA CEO Bob Johnson, "but I think members need to consider that it is probably the best marketing tool they could have. Not only does it address customer misconceptions or objections, it appropriately portrays secure information disposition as a formal discipline. The fact is, some members are using it very effectively. Its effectiveness is proven."

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On the topic of how the textbook is used, Johnson says the approaches vary. "I've heard from sales reps who just keep a copy with them at their desk or on sales calls," says Johnson. "They rely on it when the customer has a question, or the salesperson needs something to support their argument. There are others who simply give a copy to every one of their major clients to add weight to the secure destruction buying decision."

NAID Members may still purchase the book directly through the association for a 50% savings.

Purchase Now on Amazon: https://www.amazon.com/dp/1092407790?ref_pe_3052080_397514860.

i N P

2020 Nominating Committee Members Appointed

Next year will mark the first election for i-SIGMA, concluding the tenure of the interim board that is overseeing the assimilation of NAID and PRISM International for its first 20 months.

In preparation for the election, the board has approved the appointments of four highly regarded industry veterans to the 2020 Nominating Committee.

They are:

- **Don Adriaansen, CSDS**
TITAN Mobile Shredding
Doylestown, PA
- **Dawn Connelly**
All Points Mobile Shredding
Stuart, FL
- **Scott Reis**
Datasafe
San Francisco, CA
- **Thomas Seibert, Jr.**
Business Records Management, Inc.
Oldsmar, FL

Chairing the 2020 Nominating Committee is Tom Feters of Iron Mountain, who, as the Immediate Past President of the i-SIGMA Board, is designated to serve in that role per the associations' bylaws.

The 2020 Nominating Forms will be distributed to all eligible i-SIGMA representatives in coming months. The election will be by online ballot in March of 2020, with the new Board of Directors installed at the 2020 i-SIGMA Annual Conference on May 15, 2020.

i N P

i-SIGMA Expands Government Relations Monitoring Capabilities

i-SIGMA is beginning to monitor proposed legislation with new state-of-the-art software designed specifically for that purpose.

"We really had no choice," said i-SIGMA CEO Bob Johnson, "There are simply too many regulatory developments to track manually, and stakes are too high to leave it to chance."

The new software allows the i-SIGMA Government Relations Committee to track every proposed bill in the U.S., at both the state and federal levels, as well as provide updates, and prompt i-SIGMA when there's an opportunity to provide comments or participate in hearings.

"The Board is excited about this new tool, as it will empower every member to get involved and directly sync them up with their elected officials," said Angie Singer Keating, co-President of i-SIGMA. "They can share important legislation with their customers as well, spreading grassroots advocacy. All of this has the potential to have a massive impact on upcoming data protection laws."



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How Current Disruptions in Commodity Pricing & Regulations Can Benefit ITAD & Shredding Services

By Bob Johnson



According to the i-SIGMA CEO, two seemingly troublesome trends just might be the best thing that could happen to secure data destruction service providers.

Customers, tempted by the low pricing, become susceptible to the half-hearted assurances about security.

Cold Turkey!

While the downturn in the prices of recyclable materials affect all information destruction companies, some are feeling them more than others.

When commodity prices are high, some service providers – both on the electronics side and paper side – use that revenue to lower their price in order to gain market share. Customers, tempted by the low pricing, become susceptible to the half-hearted assurances about security. Overtime, other service providers succumb to the pricing pressure. Pretty soon, any extra revenue from the commodity side of the business model are given back, and worse, the provider is now dependent on that commodity revenue to make even a small margin. They get addicted. Worse yet, the customer was never properly educated that data security services should never be priced on the scrap value of the commodity.

It's painful... but there is a silver lining. Those leading the rush to the bottom when commodity prices are high tend to

be those with substandard security and compliance qualifications. Soon the rest have followed them down, but they're the ones leading it. Those guys get real quiet when the bottom falls out of the commodity market. They are no longer out there tempting the client into ignoring security. If anything, they're asking for more money (or going out of business).

That's why it's an opportunity. With these guys no longer whispering sweet nothings into the customer's ear, it's time for those who know they offer more, those who know they should have been charging more, to reposition themselves as the security-first option.

The Other Shoe!

If lower commodity pricing were the only dynamic setting the stage, the opportunity described above would still be valid... but it gets better. It just so happens that at the same time the bottom is dropping on commodity prices, data protection regulations are taking a disruptive turn unlike any seen before.

Before the General Data Protection Regulation (GDPR) in Europe, the main focus of privacy and data protection laws were to prevent, identify (breach notification), and punish unauthorized

access to personal information. With the GDPR, however, and all the coming wave of regulations following its lead (e.g., California Consumer Privacy Act, etc.), that focus changes. So, while preventing, identifying, and punishing are included, the focus of these laws is giving total control of PI to the individual (the Data Subject).

Your customers have never lived in a world where they are legally obligated to provide (upon request) information about their service providers. When (and it will happen I promise), a bank, hospital, or insurance company is asked to provide the name, contract, and policies and procedures of their computer recycling company, records storage provider, or shredding company – and is required by law to do it within 30 days, they're going to want to make sure they can comply, and make sure the service provider they were forced to divulge can withstand the scrutiny of those clients.

In this world, any service provider who has repositioned themselves to be the security leader is going to do very well.

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What to Do Now?

I am guessing service providers reading this fall into one of two categories.

First there are those who were already taking the security, compliance, brand-protection value route. They are the ones less affected by commodity downturns.

To these I say, take a minute for self-congratulation, but then get back to work. There are a lot less competitors pricing on recyclable value right now and you have numerous potential customers to go after.

Then there are those who are learning or relearning that pricing on recyclable value is risky... even reckless. To them I say, you have a choice; keep riding the fickle wave of commodity pricing or grow a business based on solid, recurring service revenue. Sure, commodity swings will still impact the bottom line, but it won't be a crisis.

No matter where you are on this issue, one thing is indisputable; now is the perfect time to focus on service revenue predicated on security and compliance. If commodity pricing were high or very high, making the switch (or continuing the push) to a service revenue model would be very difficult. Your message would be drowned out by all others. The time to convert your business model to a service revenue model is a whole lot easier with those other voices ringing hollow (or not at all).

Once you've decided to seriously embrace the idea of becoming a service-oriented, data security-based provider (in other words, decided to survive), there are basically two strategies; one for indoctrinating (and raising prices) on existing clients. Another for new business going forward.



Existing Business: First, stop any bleeding. Every service provider should periodically review account profitability, but at this point, it is critical. You can unveil your new hyper-compliant approach at the same time you're adjusting their price (or service scenario). For large accounts, it's probably a sit-down and it may take a few meetings. If you keep the business, you're not only profitable, you've defended the business against the commodity-oriented price gougers for a long time to come.

New Business: It is critical to approach all new prospects with the data-compliance/data security message from day one. Likely, they're looking because some competitor raised their price. So, while you may not get them a lower price, with the right message and the right tools (see below), you can at least justify why they should pay you more.

Preparation is Critical: Whether it's an existing account or new opportunity, your ability to capitalize depends on what you bring to the table, and unless you're prepared to show up with meaningful, credible information and tools, you may as well stay home. Your competitors are already capable of throwing around the platitudes and assurances, so you'll need something more.

Take a Gun to the Knife Fight

Your customer or prospect has seen that there's a reason to meet with you. Otherwise you're wasting their time.

The biggest challenge to effectively reposition as a data-security/compliance service provider model is that most competitors already claim data security and compliance – many of which who are, in effect, lying to customers who don't know it's a lie and/or don't want to look deeper (or both).

New Universally Compliant Data Protection Contract: All NAID & PRISM International Active Members have access to a state-of-the-art, universally compliant contract template developed by leading privacy and data protection authorities on three continents, and costing more than any member, or any customer for that matter, would spend on a such a contract individually. Not only does showing up with this tool represent "new" information, the presentation of which puts the service provider in the best light, and leaves the prospect or customer with a tangible, valuable asset.

NAID AAA and/or PRISM+ Certification: NAID AAA Certification is the only data destruction operational accreditation that verifies vendor compliance with data security and privacy regulatory compliance globally. Soon PRISM Privacy+ will offer the same assurances.

The fact the NAID and PRISM International have unparalleled expertise and credentials on these issues leads to an extremely high degree of success in overcoming client misconceptions and competitor misinformation.

Even as we speak, policy language is being added to address how vendors deal with data subject requests under the GDPR and California Consumer Privacy Act... both providing a hint at what will be state-level requirements across the country in the coming years. No other industry certification comes close to the depth of reporting or awareness/responsiveness of NAID AAA or PRISM Privacy+ Certifications.

i-SIGMA's Service Provider Compliance Reporting: Starting in the first quarter of 2020, data controllers (your customers) can sign up for free Data Compliance and Risk Assessments delivered online in fulfillment of their vendor selection due diligence requirements.

i-SIGMA Regulatory Monitoring Capacity: i-SIGMA subscribes to one of the most robust regulatory tracking services available, monitoring scores of state and federal regulations, and is highly active in government advocacy to represent the industry and members as legislation is proposed. Keep your eyes open for issues on which NAID or PRISM International may contact you requesting your action to support advocacy campaigns.

Personal Intervention: On a regular basis, members and customers contact i-SIGMA for assistance in helping customers understand issues such as the relative comparison of other certifications, local or global regulatory compliance, policy implementation, and insurance. The fact the NAID and PRISM International have unparalleled expertise and credentials on these issues leads to an extremely high degree of success in overcoming client misconceptions and competitor misinformation.

The Work is Never Done

Years ago, in training organizations on how to sell data destruction services I was fond of reminding them that the single most important challenge, and single best way of protecting an account, was to make sure they could defend/explain to their superiors and colleagues (and to themselves), why they used the service provider. If the client can defend that choice at every instance, it is only a matter of time before they switch (or defending it becomes an ongoing process of digging out).

Possession is still the high ground but in order for the plan to work, service providers must continually remind the client that they offer a security, compliance service worthy paying a reasonable price, and that when others come along offering less, it's because it is an inferior, unacceptable proposition. You must keep educating them on the realities of the new regulatory environment.

i-SIGMA, NAID, and PRISM International live for that reason. Let us earn our keep.

Editor's Note:

The original blogs from which the article below was compiled, among others on a wide range of data protection issues, are available at www.naidonline.org.



ABOUT THE AUTHOR



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The i-SIGMA Staff

From High Velocity to Reciprocity



Why Mastering Negotiations is the Focus of the 2020 NAID & PRISM International Conference Keynote

“We chose negotiations as the topic for keynote - and Mr. Klug - for one reason,” said 2020 NAID & PRISM International Conference & Expo Chair Keith Erikson, “and it’s simple: good negotiating skills are the single most important and maybe the most overlooked aspect of business success.”

We’ve all heard the many off-the-cuff theories about effective negotiation:

“It’s not a negotiation unless you’re willing to walk away.”

“A good negotiation is when both sides are disappointed.”

“You don’t get what you deserve, you get what you negotiate.”

“Take an extreme position to leave yourself room to bargain.”

“Never throw out the first offer.”

“Everything is negotiable.”

And whether you agree with them or not, there is no disputing that getting a driver to make that extra pick up, getting a client to accept a price increase, or selling a business, effective negotiation is elemental to everything we do.

The fact is most people overestimate their ability to negotiate, and because they think they’re good at it, they go in under prepared and leave with less than they could.

We couldn’t agree more with Keith’s comment and encourage all members to be present for this powerful message.

The world does not start afresh each morning: each day we deal with people we have met before and will meet again. ²These ongoing relationships are vital to providing us with what we need and want. A good relationship satisfies those needs and wants. In a good relationship we think of ourselves as an ‘us’ or ‘we’. But when things turn sour, we can find ourselves in an adversarial relationship. Instead of ‘us’, we think of ‘them’ and ‘the other side’.³

So how do we move from stalemate, to *good mate*? In a high velocity situation, fraught with tension and resistance, we must apply the brakes, and return to reciprocity. But firstly, we must be able to identify the two enemies of a negotiated outcome: uncontrolled escalation and impasse and take evasive action.

20 →

² Fisher R & S Brown (1988) *Getting Together: Building a Relationship that gets to Yes* at p.xi.

³ *Ibid* at p6.



Escalation

Collaboration is required to reach a good agreement. But many people have difficulty with the psychological aspect of working collaboratively.⁴ We sometimes act against our own best interests due to our emotions overwhelming our logic.⁵ Acting on the irrational can lead to an uncontrolled escalation, which inexorably leads to an undesired outcome.

Susskind and Cruikshank use an experiment illustrate how an uncontrolled escalation can produce adverse outcomes. They call it the *Dollar Bill Auction*.⁶ The 'auctioneer' holds a dollar note up for auction to the highest bidder. There are four rules: firstly, bidding is in ten cent increments. Secondly, while the highest bidder will win the dollar, the second-highest bidder must pay the auctioneer the amount of their losing bid. Thirdly, the bidders are not allowed to communicate with one another. Fourthly, the auction is over when a minute passes without a new bid being made.

Susskind and Cruikshank report that the progress of the auction is predictable. There are many bids in the early stages, as the bidders find the opportunity to get a dollar for ten or twenty cents difficult to resist. However, when the bids begin to reach forty and fifty cents, the bidders become increasingly reluctant to give up forty cents for nothing if they turn out to be the second highest bidder.

The auctioneer can fuel the escalation by asking the second-highest bidder "Are you really willing to let that person get this dollar for forty cents, and also pay me thirty cents?" This statement changes the stakes. The bidders not only have an investment in winning, but they also have a stake in not losing. The dollar bargain is no longer a bargain. According to Susskind and Cruikshank, when the bids exceed a dollar; which they almost always do, there are no longer any prospective winners. The game becomes about minimising losses. The dollar can sometimes go for as much as six dollars, depending on how much the bidders want to avoid losing. They have invested too much to quit.

The bidders have let their irrational emotion - the fear of losing - dictate their bids. They have succumbed to a psychological struggle and let themselves become caught up in a pattern of escalation. They have become that anti-hero of negotiation: the distributive bargainer. The distributive bargainer is the person who thinks more for me is less for you. The worse you feel, the better the distributive bargainer feels. The distributive bargainer overlooks the need to create value and focuses on the lose/lose mechanism of distributive value.

One of the major tests in the business world and indeed in life is to know how to balance the necessary need to be distributive, for example when purchasing from a supplier, as against the long term need to build relationships through integrative and collaborative interest-based bargainer.

Impasse

An impasse is negotiation paralysis. Paradoxically, the impasse and uncontrolled escalation, whilst apparently diametrically opposed, are non-identical twins. The impasse is very often the direct result of disengagement after a period of uncontrolled escalation, for example after a domestic flare up, or something as serious as the Cold War. Both parties are locked: neither willing to budge an inch.

Impasses can often seem insurmountable. Neither party wants to compromise, or 'give up' something. A classic demonstration of the tension between impasse and uncontrolled escalation can be seen in the existing tension between the United States and Iraq. As at the time of publication, formal warfare has not been declared and in the typical impasse situation, both sides are waiting for the other to blink.

⁴ Susskind L & J Cruikshank (1987) *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes* at 89.

⁵ *Ibid.*

⁶ *Ibid.*

But impasses can occur on the domestic front, with daily impasses between household members. The bathroom won't be cleaned unless the rubbish is taken out. but the rubbish won't be taken out until an apology is given for a sharply spoken word. But the sharply spoken word was deserved. The result an impasse. Needless to say, impasses are easily reached in commercial negotiations. Both parties believe that they have given enough and won't give more until the other party has.

An impasse can cause the parties to leave the negotiating table without a negotiated agreement: a lose/lose situation if both parties were serious about the negotiation.⁷ A fear of impasse can cause the inexperienced negotiator to give away concessions instead of trading them.⁸

An impasse can also lead to one party conceding to a win/lose position just to break the deadlock.

An impasse can be side-stepped using simple a negotiating strategy: if progress cannot be made on one issue, discuss another one.⁹ In other words, shift issues at an impasse. This is a deceptively simple tactic that is often ignored. Both sides mulishly insist that the issue is to be resolved before moving on. But by shifting the issues to a more productive aspect, tension can be reduced. By shifting focus, the possibility of a productive outcome being reached is opened up. It may even be possible to gain a good enough overall deal to offset on the contentious issues.¹⁰

However, sometimes the impasse is too wide to sidestep. Tension and resentment may have increased, and

an impasse may have been the result of an uncontrolled escalation. The result is that both parties have invested too much to back down. If this is the case, a negotiation reframe is required, to change the negotiators' perspective from distributing value to creating value for mutual benefit.

From distributing value to creating value A win/lose relationship can be the result of distributive bargaining. Each party fights for a larger piece of a limited pie. The negotiation can become tense and hostile and the parties defensive and distrusting. An impasse or uncontrolled escalation become hard to avoid. Importantly, the atmosphere encourages each party to show that each and every action has an equal and opposite reaction plus 20% to teach you not to do it again.

⁷ Rose C (1987) *Negotiate and Win: the Proven Methods of the Negotiation Workshop* at 39.

⁸ *Ibid.*

⁹ Schoonmaker A (1989) *Negotiate to Win: Gaining the Psychological Edge* at 85.

¹⁰ *Ibid.*

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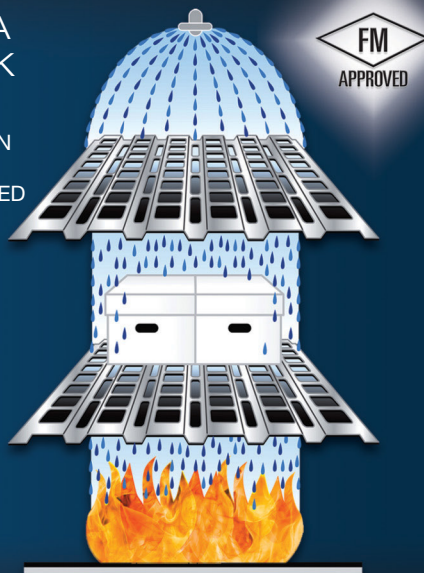
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The ideal negotiated outcome, the mythical 'win/win' outcome, is a creature of integrative bargaining.¹¹ Integrative bargaining seeks to build consensus between the parties. The pie is not simply divided: one party may be happy with a portion with thicker crust, and the other satisfied with some cream on top, or even heated. Impasses can be avoided with creative option building. This is best achieved by focussing on those things that we have in common with our opponent, not those things that separate us.

Therefore a methodical disciplined interest based analysis is essential with high intensity of focus on your opponent's position. Your building blocks for consensus will be the things that bind you, not those that separate you. And this enables the parties to form the habit of agreeing with each other and to break the habit of disagreement. In other words, we have moved from dissonance to harmony.

Integrative bargaining has application in many situations.¹² It builds consensus between the parties. Consensus building requires a voluntary effort to seek 'all gain' rather than win/lose situations, or unworkable compromises. Uncontrolled escalation is less likely in an environment of cooperation.

Win/win agreements can only be achieved when the parties stress the cooperative, and not just the competitive, aspects of their relationship. Contrary to popular belief, win/win does not mean that everybody walks away with exactly what they wanted. Indeed the profile of successful negotiation would often be where both parties walk away somewhat discontented and have conceded more than was originally intended.

The process of building consensus seems simple: everyone involved in the dispute gets together and talks things out. The catch? Before getting together, each party needs to ask themselves questions about their, and their opponents' positions. Working out these positions can be challenging and sometimes complex, but it must be done before coming to the negotiation table.¹³

Answering these questions for your own position clearly makes sense. It defines the issues and how you want them addressed. But the other side's position is often overlooked. Step back and take a hard look at the issues and the relationship, both current and future, between the parties. Consider three factors:¹⁴

- the importance of the issues themselves;
- the total amount of conflict on these issues;
- the value of the relationship.

By and large, it is your choice whether or not to engage in uncontrolled escalation. It is mostly your choice as to how to work with the other side. Negotiators who engage in integrative bargaining develop reputations that aid them in their dealings and relationships. Those who engage in distributive behaviour are diminished in the eyes of those they interact with. Nelson Mandela, after 27 years in prison, negotiated the dismantling of the apartheid regime in South Africa, settled an agreement on universal suffrage and democratic elections, and became the first black president of the country in 1994. When he was awarded the Nobel Peace Prize for 1993, Mandela, epitomising the integrative bargainer's perspective, said that the advancements in South Africa were only made by "looking ahead to South African reconciliation instead of back at the deep wounds of the past."¹⁵

Michael Klug has practised law for over 40 years and was a partner at Clayton Utz for 38 years. He specialises in negotiation and alternate dispute resolution. He teaches widely in negotiation. He was awarded the Order of Australia in 2015 for his work in this field.

iG

¹¹ Lewicki R & J Litterer (1985) *Negotiation*.

¹² Susskind L & J Cruikshank (1987) *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes* at 11.

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¹⁵ <http://www.nobel.se/peace/articles/mandela/>



Michael Klug AM. LL.B, FAICD *International Negotiation & ADR Specialist*

Michael Klug is an expert on negotiation and dispute resolution. His presentations provide attendees with increased confidence, skills and techniques to help resolve conflicts, reduce business costs, create value in negotiations and build stronger relationships with both colleagues and clients.

With a focus on achieving optimal commercial outcomes, Michael Klug has written, observed and extracted 132 Golden Rules of Negotiation which form the basis of his presentations.

In demand throughout Australia, New Zealand and Asia, Michael Klug's dynamic presentations, are engaging and intellectually stimulating. By using anecdotal stories to illustrate various key techniques, Michael places the emphasis on ensuring successful outcomes - whether in daily communication with colleagues and clients or in high pressured negotiations with disputing parties.

In addition to delivering presentations, Michael regularly conducts customised training programs on various topics that include: individual styles of negotiation, adjusting your negotiation style to suit the situation, characteristics of an effective negotiator, self-managed outcomes, planning for negotiation, selecting a strategy and dealing with difficult people.

More about Michael Klug:

Michael Klug has been a partner in Clayton Utz and its predecessors for over 35 years. Practising in the area of commercial litigation and dispute resolution, Michael advises large corporate and government clients and has been involved in very significant public disputes and matters.

Considered one of Australia's pioneering lawyers, Michael's primary area of professional recognition is in the field of Alternative Dispute Resolution (ADR). He is one of the original founders of LEADR (Lawyers Engaged in Alternative Dispute Resolution) and he was an original Director of the Australian Disputes Centre. He has served on numerous ADR committees nationwide.

Michael is an Adjunct Professor of the Queensland University of Technology Law School where he has taught ADR and negotiation skills to generations of students. He has also been a lecturer to the Griffith University International Negotiation Program and the Queensland Bar Association Practice Program.

Michael has held a range of public and corporate positions throughout his career, ranging from being a part-time law reform commissioner appointed by the Attorney-General through to being a member of the QUT Council. He is currently a director of Ecofund Pty Ltd and also serves on the Brisbane City Council Infrastructure Committee.

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The Year in Review and the Year Ahead

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This month marks the completion of the first full calendar year of i-SIGMA, and, while much of this year's considerable energy was focused on assimilation and foundational aspects, the benefits of the NAID and PRISM International merger are now coming to fruition.



A New Contract for a New Era

After more than a year in development, i-SIGMA released the New Universally Compliant Service Provider Contract, providing members and their customers with a globally compliant data processor service agreement, representing a collaboration by the top data protection and privacy lawyers on three continents.

With all emerging data protection and privacy laws giving full control of data to the Data Subject, individuals now have a right to dictate and review every aspect of how their data is handled and protected, including requesting full details about the service providers contracted to process their information. Service provider contracts must address these requirements in order to ensure such obligations are fulfilled, and to protect both data controllers and data processors. The importance of global compliance stems from the fact that these new laws are borderless, extending to the region's citizens regardless of the location of the data controller, and because they also prohibit transfers of personal information to organizations and countries that are not compliant.

Not only does the new contract provide members and their customers with an agreement they could never afford on their own, it compliments a trend that is in the best interest of all i-SIGMA members to break from the commodity-oriented pricing model in favor of a more consistent compliance pricing model.

(Note: i-SIGMA members can access all i-SIGMA contracts and templates free of charge upon submission of the required Template Release Agreement. A free recorded webinar on the use of the i-SIGMA Universal Service Contract is also available to members through the online Member Portal on the i-SIGMA website.)

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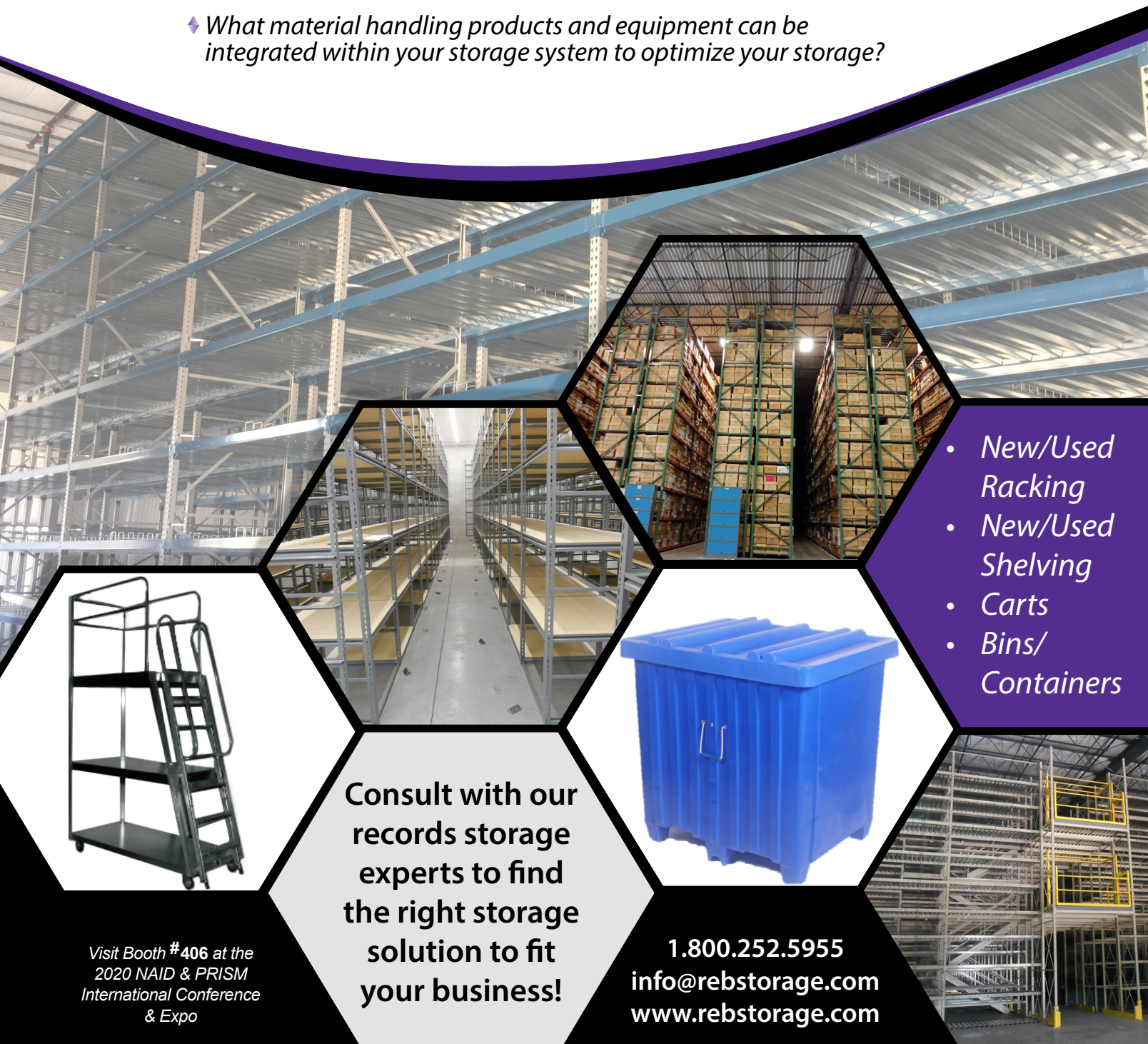


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Certifications Keeping Pace

NAID AAA Certification continued its 19-year run as the world's pre-eminent secure disposition services accreditation with a flurry of advances and successes, including

- The addition of Solid-State Device Overwriting to the list of destruction processes it verified.
- Finalizing the Network Participation Program, soon after being officially adopted by the e-Stewards network of electronic recyclers.
- Wider adoption of the program qualifying Australian service providers to destroy Official Information under the Protective Security Policy Framework (PSPF) Endorsement.
- A growing number of contracts requiring NAID AAA Certification of Overwriting/Degaussing Operations, including most recently by the New York City Metropolitan Transit Authority.

PRISM International's Privacy+ Certification, though younger and less well-known than its sister certification at i-SIGMA also passed important milestones that will lead to greater value and wider adoption.

- Approval of a plan to award Privacy+ Certification based upon compliance with industry-specific regulatory and security criteria, reducing costs to members while increasing relevance.
- Approval of a robust audit regime for Privacy+ that will significantly reduce member costs and increase the integrity of the program.

New Websites

If there was one to-do about which there was no disagreement, it was that both the NAID and PRISM International websites desperately needed attention. In fact, following an in-depth analysis of both sites, the Communications and Marketing Committee determined that only a fresh start would do.

Of course, in i-SIGMA's case, it meant more than one website. While i-SIGMA is the overarching organization, and one for which a brand will eventually emerge, NAID and PRISM International are the legacy organizations, already branded in the minds of members and customers, each representing a distinct aspect of information management services, and both with standalone certifications.

The result is a robust i-SIGMA website, explaining its role, with separate websites for NAID and PRISM International.

Updated Directory

Among the most intricate and important functions of the i-SIGMA website is the member directory, which, from the consumer perspective, as a method of finding a service provider and/or verifying service providers' qualifications.

With the merger, the directory was modified to reflect and sort NAID and PRISM International memberships, as well as NAID AAA and Privacy+ Certifications, and various types of services offered.

Increased Government Relations Capacity

To take advantage of the newly combined resources and increased clout of the merged organization, the i-SIGMA Board radically expanded the association's ability to monitor and respond to proposed legislation. The first step was the formation of an i-SIGMA Government Relations Committee and arming it with the latest and greatest in advocacy monitoring. As it stands, through newly acquired tools such as FiscalNote and VotersVoice, i-SIGMA leadership, the Government Relations Committee, and members will be kept abreast and prepared to respond to the expected flood of legislation following the lead of the California Consumer Privacy Act, the New York Shield Act, and the E.U. General Data Protection Act.

Insurance Oversight Committee

In August, the i-SIGMA Board of Directors created a new committee with the expressed intent of improving members options for all types of insurance.

The Insurance Oversight Committee was initially created to continue the success of the association's Downstream Data Coverage (professional liability coverage). This committee was soon after charged by the board for investigating all possible avenues for improving the quality and lowering the cost of general liability, workers compensation, and healthcare coverage.



Still in the investigative stage of the process, the larger size of the merged organization bodes well for the committee's ability to flex the organizations combined buying power.

What have you done for me lately? What to expect in 2020

Looking back is all well and good; healthy even, but the past, as they say, is the past. More important is what lies ahead. Below is a short list of some of the ambitious programs, tools, and initiatives already planned for the coming year.

Service Provider Compliance

Monitoring: Shortly into the new year, i-SIGMA will roll out what may be the most ambitious program in the history of either NAID or PRISM International.

With emerging data protection regulations that require data controllers to have a record of both initial and ongoing vendor security and compliance, i-SIGMA is in a unique position to help. Because NAID AAA Certification (and soon Privacy+ Certification) identify and address relevant data protection and regulatory vulnerabilities, the resulting audit reports fulfill that obligation. And that is why, starting in January 2020, customers will be able to request such risk assessments on demand at no charge, thereby fulfilling their obligation to have such risk assessments on file. They may also choose to receive annual updates, further complying with requirements to conduct ongoing risk assessments.

Educational Webinars: Helping members understand and make the most of emerging regulations as they transition from space-based (PRISM) or commodity-based (NAID) business models to service/compliance-based business models will require lots of education. As a result, the association will be announcing a series of live and recorded webinars on diversification opportunities, training on new technology solutions, and regulatory compliance solution-based sales.

Strategic Outreach, Alliances, and Collaboration: i-SIGMA may well be the largest trade association of data and information-related service providers in the world. As such, the organization is in a unique position to develop cooperative and mutually beneficial relationships with professional organizations. And, while such engagement isn't new to either NAID or PRISM International, members will see these relationships in the form of collaborative events, as educational programs become more prominent and pronounced in 2020 and beyond.

The Best is Yet to Come

I'd feel a little sheepish about ending another annual review with the promise of a brighter future for the industry if it had not proven true every time before.

On the destruction side of things, whether it's electronic media erasure or hard copy shredding, the market for secure information disposition service is well-established and stable. The current downturn in commodity pricing,

though some won't agree, allows us the opportunity to root our value in compliance and security. The result of breaking our reliance on inherently volatile commodity values is just one more move toward stability.

Records and information management service providers, encouraged by trends toward new governance tools, trends resulting in a slew of problems for their client base, are now finding ways to diversify into solution providers. While stressful, it is also a source of stability and strength.

i-SIGMA has an important role to play in this process. Luckily, it is run by a board of directors of professionals who live with the same challenges as the members who elected them, and luckily it has the economic resources and member support to help for many years to come.



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Catching Sunshine in Orlando



When you first think of Orlando, Florida, what comes to mind? For some, it's the scenic marshlands and cypress trees, glistening with bright sunshine. For others, maybe it is a pure vacation mindset with the seemingly unlimited golf courses, fishing spots, kayaking, or amusement park adventures. Both reactions make up what is iconic Orlando.

While you are here for the 2020 Annual Conference, take time to enjoy all that the city of Orlando and the state of Florida offers. Orlando is a magical place, and that isn't just a claim to Walt Disney World being next door. If you are a self-proclaimed "foodie". Then you will enjoy the variety of world-famous restaurants. Orlando is home to celebrity chefs that include Iron Chef Masaharu Morimoto, Tony Mantuano, and Rick Bayless, to name just a few.

Before dinner, consider biking the West Orange Trail, or shopping on Orlando's Park Avenue. The West Orange Trail is a paved, 22-mile trail that stretches from Winter Garden to Lake Apopka. You can find bike rentals at the trailhead. Park Avenue shopping area features brick streets, bubbling fountains, and lush foliage. You'll discover refined shopping and local treasures.

So, between all the networking, education, and excitement that will surround the 2020 Annual Conference, how will you explore Orlando? Whether it is doing one of the things listed here, or simply enjoying the restaurants, pools, and spas that the conference hotel, the JW Marriott Orlando, Grande Lakes has to offer, we know you will relish the time.

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Extend Your Stay with These Florida Beach Towns

New Smyrna Beach, Florida

(1.5 hours from JW Marriott Orlando, Grande Lakes)

A quick jump over from Orlando, this coastal town is perfect for when you want to get away from the excitement of theme parks and shopping. This beach town features miles of soft-sand beaches, which are lined with vacation cottages. You can fish, swim, and bike here, while also catching a guided dolphin-spotting boat tour. Beginning in May, you also have the chance to view baby sea turtles hatch at night and move towards the water at the Canaveral National Seashore, which is a short drive from New Smyrna.

Clearwater, Florida

(2 hours from JW Marriott Orlando, Grande Lakes)

This relaxed coastal town is a short drive away from bustling Orlando and features Clearwater Beach, which is frequently voted as one of Florida's best beaches. The sand is soft, and the water is calm, which is the main draw for guests. If you are looking for a more adrenaline-packed adventure, however, then you can also explore deep-sea fishing trips from this port.

Miami, Florida

(3.5 hours from JW Marriott Orlando, Grande Lakes)

This destination is more of a road trip than a short drive, however, it would make for an exciting extended vacation. In Miami, take time to explore Miami Beach, which is a detached island separated by bridges. This area features the Art Deco Historic District which is situated along Ocean Drive.



Orlando Fun Facts

- Orlando is home to over 100 lakes. Lake Eola in downtown Orlando is actually a giant sinkhole and is 80 feet at its deepest point.
- Orlando was once the main hub of Florida's citrus industry. A deep freeze in the late 1800s caused farms to move their citrus crops further south.
- The Rogers Building and the 1890 Railroad Depot are the oldest remaining structures in downtown Orlando.
- 66 million people visited Orlando in 2015, more than any other destination in the world. The number of visitors in Orlando each day is equivalent to the population of Atlanta.
- To fund the demolition of its old city hall, Orlando enlisted the help of Hollywood. Producer Joel Silver blew up the building for the opening scene of Lethal Weapon 3.

ABOUT THE AUTHOR



Maggie Geolat is the Marketing Coordinator for i-SIGMA.

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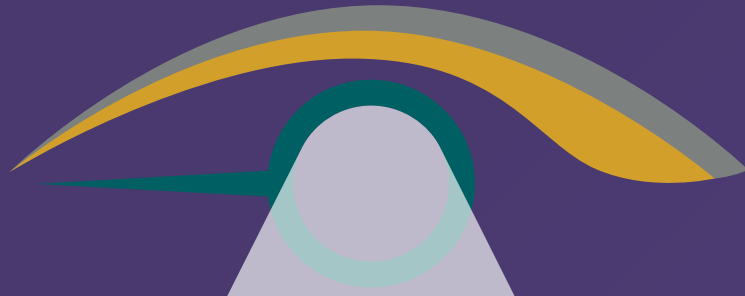
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Finding 2020 VISION

Bringing Secure Data Destruction and Records & Information Management Opportunities into Focus

This year's Annual NAID & PRISM International Conference & Expo promises to be something special. It heralds in a new decade and will dial in the lens on how to continue business growth in this industry amidst the current market and regulatory climate.

To best support our members, we went to them to see what their vision is for the next decade!

What is your vision for your company in the 2020s?

- *We plan on a wave of growth due to our new facility that could not have been accomplished without the incredible resources we find by attending the NAID/i-SIGMA show every year. The projected market trends and the compliancy knowledge have often separated us from our competition and gained clients.*
- Jason M. Harris, MIT, ERMs, CSDS of IT Data Consultants, Inc.
- *To create solutions that serves our community and provides the type of security that should be expected.*
- Joshua D. Hundebly-DeVries, CSDS of DeVries Business Services
- *Our vision is to create the “calm” through increased scheduled service revenue and less reliance on one-time purge customers. We are also expanding our leadership team and focusing on their personal growth which in turn will allow us the time to focus on new areas of growth within our businesses instead of the daily operations.*
- Jason Fredricks, CSDS of Legal Shred/Red Bags
- *As a team, our vision is to grow our business into a ‘one stop shop’ location for our customers. We recognize the growing importance of enhanced security across all levels of the marketplace, and as such, we want to offer our customers the opportunity to partner with us for all their document scanning, storage, and destruction needs.*
- Emily Braün, CSDS of LandShark Shredding

What do you want to see from the industry in the 2020s?

- *I want to see more “sportsmanship” and healthy discussions about how we can all support one another while still operating in a competitive environment. We’re all essentially on the same team, offering the same security and peace of mind people need and deserve.*
- Jeff Knight of VRC Companies, LLC
- *Greater education which leads to proper compliance.*
- Paul Garfunkel CVLP of Intek Leasing
- *Promotion of the value of NAID AAA Certified companies and CSDS professionals.*
- Ann Pederson CSDS of Apex Shredding Inc.
- *I would like to see that the industry would look forward to embracing security concerns other than cyber. The current and future risk to their customers and their businesses. While I understand growth and profit is always important, the ability to avoid a loss should be more of an industry concern. There is so much concern over cyber but how often do hard records and hard drives get compromised vs cyber-attacks?*
- Greg Haber of Babaco

Find the focus necessary to bring these visions to fruition in Secure Data Destruction and Records & Information Management at the 2020 NAID & PRISM International Conference & Expo, held the 14-16 of May 2020 in Orlando, FL. Learn more at www.isigmaconf.org.



New Data Breach Trends:

Small Business Identity Records Now Target #1 for Hackers

Scott Ikeda [epomagazine.com] On Mar 20, 2019

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Those who have attended the annual golf tournament know that this is the quintessential kick-off to the annual conference. When you attend the golf tournament, you get to ease into the week with sunny skies, wide-open fairways, and laid-back networking opportunities. Whether you golf every day, or once every year, the golf tournament is played in “scramble” format, so it creates a fun, competitive environment.

The 2020 Annual Golf Tournament, sponsored by Vecoplan, LLC will be held the morning of the 14th of May 2020, at The Ritz-Carlton Golf Club, Orlando, Grande Lakes.

This gorgeous 18-hole course provides golfers with an ideal Florida experience. Designed by British Open Champion Greg Norman, this course has been the recipient of several awards and accolades, including being ranked in Conde Nast Traveler Magazine’s “Top 100 Golf Courses in North America” from 2004 to 2011.

This course captures the area’s well-balanced ecosystem, which is thriving with ponds, wetlands, live oaks, and cypress heads. Even though this beautiful biome surrounds you, however, the course is reasonable with wide fairways, generous landing areas, and strategically placed hazards.

Sign-up to attend the Annual Golf Tournament sponsored by Vecoplan, LLC when you register to attend the 2020 NAID and PRISM International Annual Conference & Expo. There is a per player fee for this activity.



Golf Tournament Includes

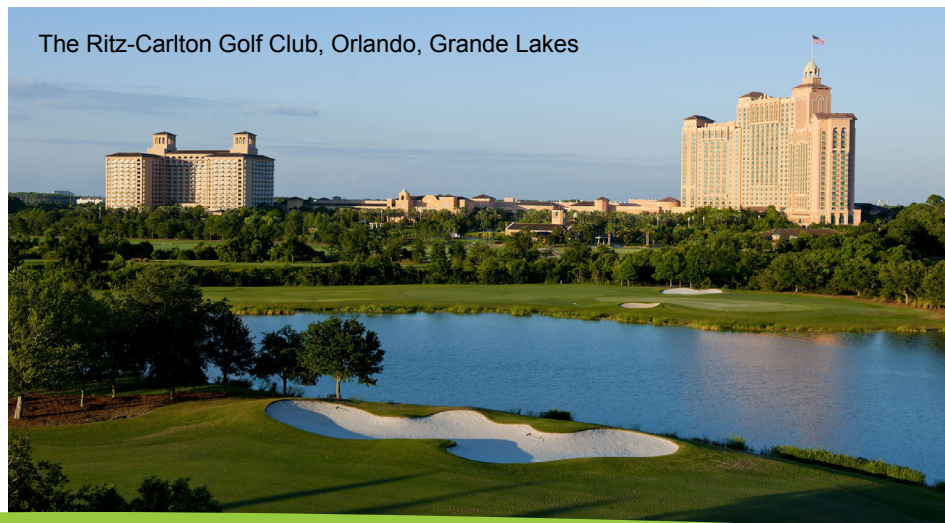
- *Green Fee* at the amazing Ritz-Carlton Golf Club Orlando, Grande Lakes*
- *Cart*
- *Practice Facility Usage (Driving Range, Putting Green, Chipping area)*
- *Lunch Banquet*
- *A Fun Opportunity for Networking*

*Rental clubs are available from the course for a fee.

Kick-off the 2020 NAID & PRISM International Conference with this fun and friendly competition.

www.isigmaconf.org

The Ritz-Carlton Golf Club, Orlando, Grande Lakes



Weather Policy

Regardless of current weather conditions or predictions, golfers must show up at the assigned time for the event. Only at the assigned time of the event will a decision be made whether to cancel the event.



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Since 1999 Shred Nations has helped hundreds of independently owned shredding companies instantly connect with quality ready-to-buy customers to grow their business using the nation's only online marketplace for shredding services. Now, as the demand for record management grows, we're excited to introduce Record Nations, the nation's only online marketplace for record management services. Both use our powerful online platform and professional customer service teams to screen, match, and *instantly connect quality ready-to-buy customers with ready-to-serve companies, like yours, in the areas you want to grow.*

Whether you shred, manage records, or do both, put the power of Shred Nations and Record Nations to work for your business and start connecting with more customers today. Contact Jennie Gift, Vice President of Business Development, 720-437-8139. Or visit our websites, Partners.ShredNations.com and Partners.RecordNations.com, to find out how many opportunities we have in your market.



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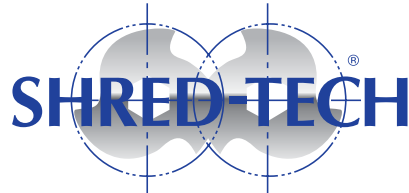
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Exhibitor	Booth
Advanced Equipment Sales	707
All Source Security Container MFG	606
Allegheny Shredders	500
Alpine Shredders Limited	806
Ameri-Shred Corp.	412
American Baler Company	515
American Container Equipment & Supplies	516
American Fiber Services	308
Andrews Software, Inc.	302
Babaco	514
Bins4 Shredding	800
Blanco	408
BMO Transportation Finance	617
Cavert Wire Company	415
Commodity Resource & Environmental Inc.	513
Cook Paper Recycling Corporation	317
Crawford Thomas Recruiting	511
CSR Privacy Solutions, Inc.	613
Data Security, Inc.	616
DHS Worldwide Software Systems	719
DocuData Software, Inc.	416
Downstream Data Coverage	210

Exhibitor	Booth
EZshred Software Systems	608
Garner Products, Inc.	200
Guardian Containers	706
Intek	611
Jake, Connor & Crew	400
KEITH Mfg. Co.	218
Lindner	202
Lock America, Inc.	217
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NetGain SEO	509
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Record Nations	300
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Shred Nations	300
Shredfast, Inc.	716
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Trans Lease, Inc.	316
Vecoplan, LLC	600
WebVitality	609



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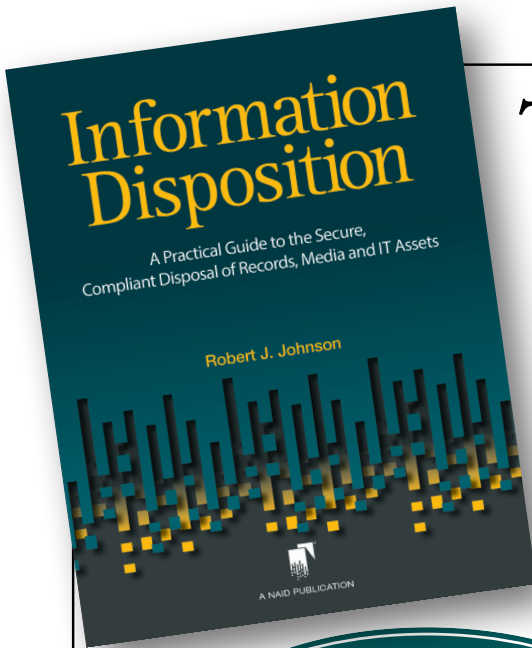


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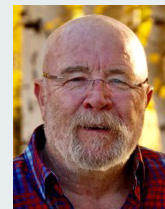
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In Memoria of

Industry Icon Scott Fasken

With deep sadness, i-SIGMA announces the passing of Scott Fasken of Colorado Document Security. Over the past fifteen years, Scott served many years on the NAID committees, the NAID Board of Directors, and was elected by members to serve as the association's President from 2012-2013.



A fixture at industry events, Scott's outgoing and helpful personality led to him becoming among the most well-known and well-liked in the industry.

"I was lucky to speak with Scott 3 times a week and I always came away from those conversations with great business advice and life advice." recalls Ray Barry. Renee Keener shared "I looked forward to his calls because there was always laughter involved. He knew how to live life and gave us all a life lesson."

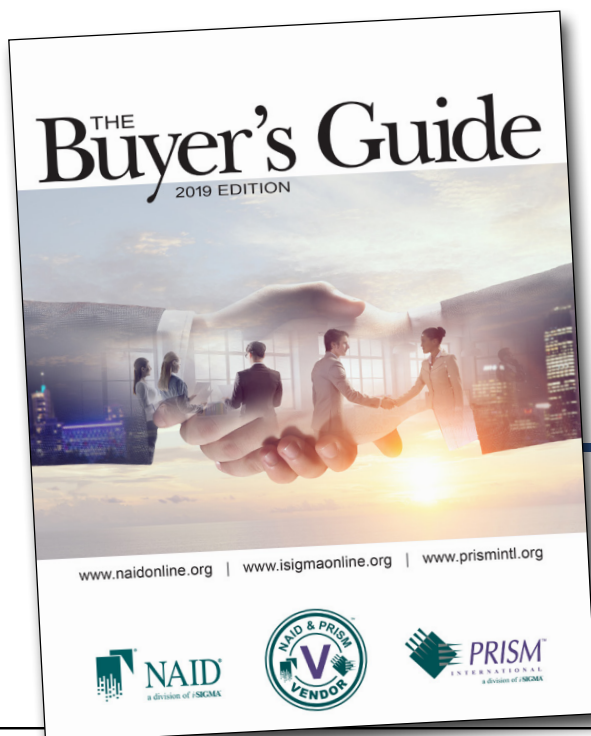
Read Scott's Full Obituary at <https://www.legacy.com/obituaries/gjsentinel/obituary.aspx?n=scott-david-fasken&pid=194213160>



This past August in Asheville, NC, the i-SIGMA Board of Directors held their annual meeting. Great conversation took place, and exciting things are in store! Feel free to look at more pictures from the Board of Directors meeting by checking out our community Facebook group, i-SIGMA Social, at <https://www.facebook.com/groups/517088671814480/>.

iG

Find What Your Business Needs



The NAID & PRISM International Buyer's Guide is a handy directory of information destruction product and service suppliers.

These companies invest in our industry and are, therefore, dedicated to supporting the success of your business.

Make sound business decisions - support vendors who support the industry.

Use the Buyer's Guide

Find Products & Services at
www.isigmaonline.org





NAID AAA Certification Program

When it comes to service provider qualifications, choose the certification program with strength and integrity.

Audit Quality

On any day of the week, a NAID certified company could be audited. A global network of 17 accredited security consultants conduct biannual scheduled and random audits in the field and at all facilities. Free audit reports are available to clients.

Regulatory Alignment

The program requires written policies and procedures for each company to ensure incident response preparedness, employee training, and regulatory compliance.

Security Specifications

Accredited auditors review employee background screening and training, compliance with written procedures, access controls, operational security, destruction equipment, and confidentiality agreements.

Provide Audit Report

A customer may request an audit report to monitor the service provider and to ensure they meet the regulatory risk assessment requirements.

Free Compliance Monitoring

A customer may monitor compliance by subscribing to email notifications of the service provider's certification renewal, audit, or lapse.

Oversight

The Certification Review Board and the Certification Rules Committee oversee the program's integrity, both of which contain industry veterans and outside, accredited professionals.

Transparency

All documents and specifications are available to the public for free and online. Audit reports and monitoring services are also provided to clients at no charge. The association's financial records and board of director's meeting minutes are available online as well.

Program Acceptance

More than 1,000 operations on five continents are NAID certified, including mobile, plant-based, paper, and computer destruction services. NAID certification is required by hundreds of government offices and thousands of private contracts.

Program Recognition

NAID certification is acknowledged by many accreditation programs, such as those offered by the International Association of IT Asset Managers, the Institute of Certified Records Managers, and the R2 IT asset recycling program certification offered by the Sustainable Electronic Recycling Institute (SERI).

For more information, contact the NAID Certification Department at certification@naidonline.org or 602-788-6243. Additionally, Bob Johnson, NAID's founder and CEO who is widely acknowledged as the leading authority on data destruction operations and regulations, can help members explain the value of their certification to clients.

The following NAID & PRISM International Associate Member companies can be found along with others in the association's Online Market, which lists vendors by service category as a resource for service providers in the secure data destruction and records and information management industry. While i-SIGMA provides these resources, it does not endorse any particular vendor, nor take responsibility for the products and services they represent. Companies should always undertake appropriate due diligence to ensure that products and services meets their specific needs.

<http://directory.isigmaonline.org/suppliers>



Record Nations- Adding Value to Grow Your Business

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Record Nations www.partners.recordnations.com



Shred Nations: An Important Piece to Your Growth

Since 1999, Shred Nations has helped hundreds of independently owned shredding and RIM companies instantly connect with quality customers to grow their business using the nation's only online marketplace for all shredding and RIM services. We use our powerful online platform and professional customer service teams to screen, match, and instantly connect quality customers with companies, like yours, in the areas you want to grow. Put the power of Shred Nations to work for your business and start connecting with more customers today.

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Be Found Online when People Need Shredding Services

There's not much value in a website if customers can't find it in their moment of need. The digital marketing experts at NetGain help you generate new shredding leads with better online exposure. Beat your local competitors in Google search results and map results. Attract new purge and route customers with a profitable pay-per-click campaign.

Our long-standing affiliation with NAID has provided insights into proven digital marketing strategies for the shredding industry. Count on our team to deliver mobile-friendly website design, powerful optimization, on-line advertising, and social media outreach. With NetGain, you'll quickly reap the benefits that our talented team of professionals can provide.

NetGain www.NetGainSEO.com



Website Development & Web Marketing Support Services

When you choose a website development and web marketing vendor, fit matters. There needs to be a sense of mutual benefit and alignment that supports the whole relationship. In other words, your vendor must become your trusted partner. WebVitality has been the trusted partner for leading, independent, local destruction and RIM service companies for nearly 20 years. Your desired outcomes and results matter to us. We make sure we understand what you hope to achieve, then we go to work to accomplish those objectives. We want to see your business thrive, and we will do everything we can to make sure that happens.

WebVitality, a division of Flourish Press <https://webvitality.net>

New Websites New Online Experience

Please take a peek at the all new naidonline.org and prismintl.org websites. Visit today and find valuable industry resources.



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Security Engineered Machinery Introduces Dual Shredder for Classified and CUI Paper and Optical Media Destruction



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Security Engineered Machinery Co., Inc. (SEM), a member of NAID who specializes in high security information end-of-life solutions, is pleased to introduce the OfficeShredHS dual paper and optical media shredder. This device is specifically designed for the destruction of classified and controlled unclassified information (CUI) on paper, CDs, DVDs, or Blu-ray Discs (BDs) in office environments.

“Since the NSA released the new DVD and BD specification in late 2018, the market has lacked an NSA listed combination machine that destroys both paper and optical media in office environments,” said Bryan Cunic, SEM Director of Customer Care.

Sporting a cabinet that houses SEM’s NSA listed 1324C/3 paper shredder and SEM’s NSA listed 0200-OMD/SSD optical media shredder, the OfficeShredHS quickly and efficiently destroys paper to a 1mmx5mm particle and optical media to a 2mm particle, both NSA requirements

for classified data destruction. In addition, the OfficeShredHS meets the Information Security Oversight Office (ISOO) 32 CFR Part 2002 “Controlled Unclassified Information” directive requiring that all Executive Branch agencies destroy CUI paper to a 1mmx5mm particle.

SEM’s 1324C/3 NSA listed paper shredder accepts up to seven sheets of paper per pass, with a 1-hour durability rating of five reams. Constructed with rugged steel cutting heads, safety and convenience features, and whisper quiet functionality, the 1324C/3 is a time-tested, low volume, high security paper shredder. SEM’s 0200-OMD/SSD NSA listed optical media shredder provides efficient destruction of low volumes of classified CDs, DVDs, BDs, and solid state devices such as EMV credit cards, magnetic stripe cards, Common Access Cards (CAC) IDs, and SIM cards. These two devices come together in the OfficeShredHS to provide the first NSA listed combination destruction device to meet the NSA’s new DVD/BD requirement. It also uses standard 120V electrical outlets and is TAA compliant.

“SEM’s OfficeShredHS fills the need for an NSA listed combination office shredder that destroys classified and CUI paper and optical media,” added Heidi White, SEM Director of Marketing.

The OfficeShredHS has a list price of \$7,499. For more information, visit www.semshred.com/product/OfficeShredHS.



Vecoplan, LLC breaks ground on Shred Truck plant expansion

Vecoplan LLC, a NAID member who specializes in size reduction technologies, broke ground on their latest plant expansion September 6 in Archdale, NC. Equipped with state of the art machinery, the plant will be committed

solely to the manufacture of shred trucks for the secure information destruction industry.



Photo: Left – Luke James, Vecoplan LLC Sales Manager-Mobile Division; Right – Bob Gilmore, Vecoplan LLC Chief Sales Officer

Luke James, Vecoplan LLC Sales Manager-Mobile Division, cited increased customer demand as the driving force behind the expansion. “We’re going to deliver what our customers have been asking for, by investing in cutting edge equipment and highly skilled personnel we will double our production capacity and cut lead times to an absolute minimum.”

Once completed Vecoplan will have 50,000 square feet of dedicated manufacturing space at its U.S. headquarters in Archdale, NC. The new factory will utilize streamlined modular assembly lines that maximize production efficiency, and facilitate future expansions.

During the groundbreaking ceremony, Vecoplan CSO Bob Gilmore welcomed attendees and reiterated Vecoplan’s intent to continue leading the market with innovation, quality and rapid response to customer’s needs. Gilmore added, “This facility and the very significant investment further solidifies our ongoing commitment to the information management and secure destruction market. When complete, this expansion will put Vecoplan in a better position to provide quick delivery of the products the market is demanding”.

N

BitRaser Data Eraser & Device Diagnostics Powers Up for ITADs

BitRaser

NAID Member Stellar recently announced the new eraser and diagnostic BitRaser products for hard drives & mobile devices for ITAD operation. The brand-new product versions would be showcased for the first time at the eScrap 2019 conference in Orlando.

The new features include a faster drive eraser module, a 'Cloud console' that allows multi-location deployment, monitoring, along-with anytime access to erasure reports.

The upgraded network management console is designed for tighter integration with ERP platforms to help ITAD business operations achieve a faster turnaround and increase employee productivity.

The mobile variant now has a unified interface that can handle simultaneous erasure and diagnostic of mobile devices. It also offers wider set of diagnostic tests and improved reporting.

"The upgraded BitRaser product design helps our ITAD customer experience faster inventory processing resulting in an overall lift in business operations and a higher return on investment. Our reliable products powered with always available customer support makes BitRaser the best choice for businesses dealing in mobile and computing reprocessing industry", said Sunil Chandna, CEO of Stellar.

For more information visit
www.BitRaser.com

N

VECOPLAN, LLC Hosts Annual Customer Support Summit

The Parts & Service Department management teams from Vecoplan LLC in the US and Vecoplan AG in Germany, held two days of meetings on October 8 & 9 in Archdale and Greensboro, NC. The focus was on customer service and support for North American customers.

"The emphasis on customer support, along with superior engineering and product quality, is what has made Vecoplan successful in many industrial markets. In 30 years, we have been fortunate enough to have earned the business of over 3,500 industrial customers, operating over 4,500 VECOPLAN shredders, in North America alone. Approximately 1/3 of our business is from repeat customers. To continue to place a priority on customer support for these folks is just plain 'ole good business for a myriad of reasons", stated Len Beusse, Managing Director and Chief Operating Officer of Vecoplan, LLC.

The first day of meetings was held at the North American headquarters in Archdale, NC. Topics included order processes, shipping logistics, internal communications, automated systems,

inventory analysis, and other more administrative topics. Meetings on day two were held at the Grandover Resort and Conference Center in Greensboro, NC. Topics on day two included sharing of ideas and strategies, proactive outreach techniques, promotional objectives, improvement in response times, service technician training, supply chain management, international trade barriers, and resource evaluations.

"While Parts & Service revenues and margins are generally substantial in any capital equipment company and must be maintained, we can never forget that we are caretakers first and foremost. It all starts with a customer and to take care of those responsible for our success should be amazingly simply to understand. The meetings concluded with a recommitment to continuously improve customer care and relations", concluded Beusse.

Photo: Standing, L-R, Daniel Brodt, Parts Manager (Vecoplan AG), Chris Ray, Parts Manager & Sales Consultant (Vecoplan LLC), Mike Wilhoit, National Parts Manager (Vecoplan LLC), Jordon Schreiner, Service Manager (Vecoplan LLC), Markus Claudy, Head of Service-Parts BU (Vecoplan AG), Carola Horstcamp, Service Administrator (Vecoplan AG), Frank Schwartz, Service Manager (Vecoplan AG), Bill Davison, VP Operation (Vecoplan LLC).



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Castaway Technologies LLC of Methuen, MA, USA
Sunrise Shred of Oakland, MD, USA
ShredHub of Grand Rapids, MI, USA
Iron Mountain - Dandenong, VIC of Dandenong South VIC, Australia
Green Chip Inc. of Astoria, NY, USA
Universal Recycling Technologies of Janesville, WI, USA



New & Renewing PRISM Privacy+ Certified Members

JOD Enterprises Inc, dba Micro Records Company of Rosedale, MD, USA
Kentucky Underground Storage Inc of Wilmore, KY, USA
Shred Medic of Sarasota, FL, USA



New NAID Members

White Canyon Software of American Fork, UT, USA
KelShred, LLC of Knoxville, TN, USA
4th Bin of Astoria, NY, USA
GreenServ of Oxford, MS, USA
Techbuyer USA of W. Deptford, NJ, USA
Urban E Recycling of Tampa, FL, USA
Central Business Systems of Jamestown, ND, USA
File 13 at UCO Industries of Marysville, OH, USA
MM Century SDN BHD of Malaysia
Lane's Records Storage of Lima, OH, USA
WV Technologies Pty Ltd of ACT, Australia
J&K Secure Shredding of Chester, PA, USA
Off-Site Records Management of Lexington, KY, USA
Alberta Information Management of Alberta, Canada
E-Cycle Enterprises of Dallas, TX, USA
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Data Management Shredding of Terre Haute, IN, USA
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UPCOMING EVENTS

2020 Annual Conference

Orlando, FL
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May 14, 2020

For more details about i-SIGMA events, visit www.isigmaonline.org

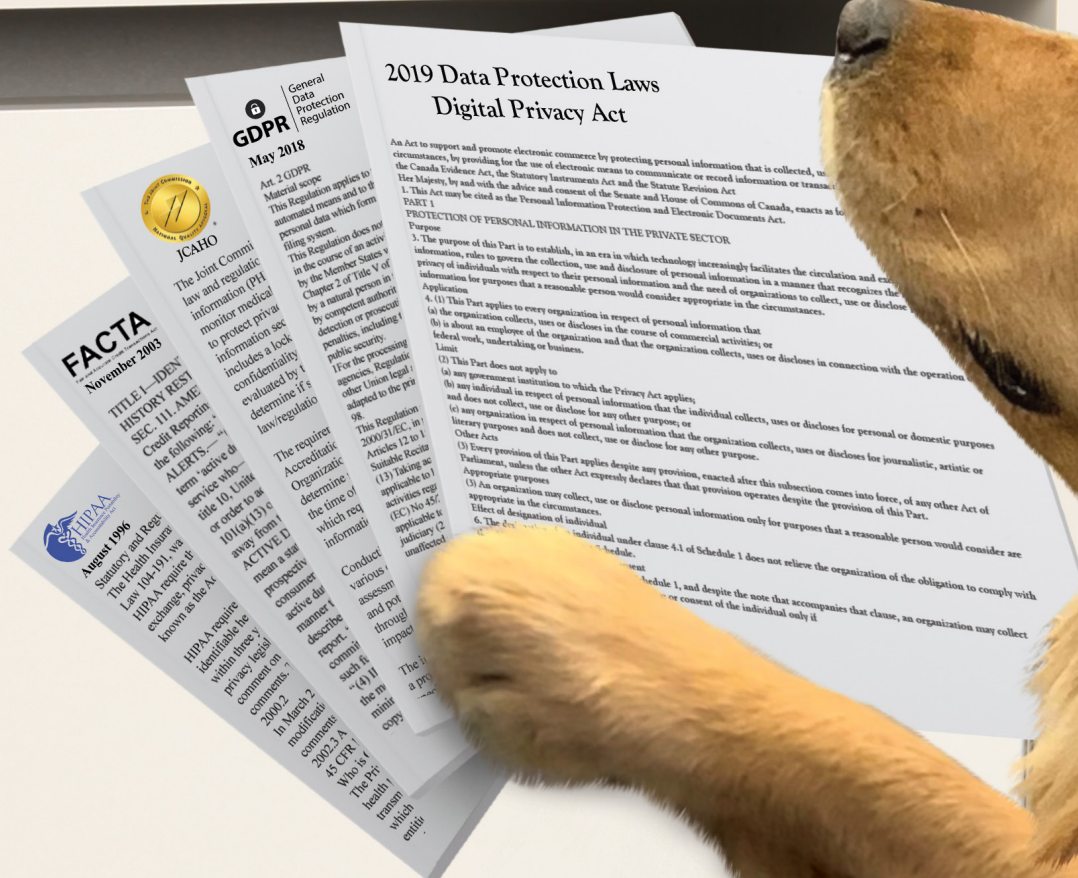
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