

SUMMER 2018



# Clean Canada

CHANGING THE WAY THE WORLD VIEWS CLEANING

**CERTIFICATION CASE STUDY**

## When Good Isn't Good Enough

Diving into the CIMS process was a 'no-brainer' for Waterford Services Inc.



**360° of Immersion  
at ISSA Show  
North America 2018**

**Team ISSA  
Welcome Reception**  
Canada's Networking event in Dallas, TX



**Clean Canada** is the marketing vehicle of ISSA Canada and is circulated to all ISSA Canada members. The e-newsletter is intended to provide news and views from the industry, as well as highlight upcoming educational opportunities and networking events being held across Canada. **Clean Canada** is published four times per year – Winter (*December*), Spring (*April*), Summer (*July*) and Fall (*September*).

ISSA Canada is the body formed by the merger of ISSA, the worldwide cleaning industry association, and the Canadian Sanitation Supply Association (CSSA) in May 2017. The purpose of ISSA Canada is to provide the industry and its members with a high degree of professionalism, technical knowledge and business ethics.

ISSA Canada's mission is to reach out to all sectors of the Canadian cleaning industry in order to unify the nation's cleaning community, and increase the appreciation for cleaning as an investment in human health, the environmental and an improved bottom line.



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## **CERTIFICATION CASE STUDY**



# When Good Isn't Good Enough

Diving into the CIMS process was a 'no-brainer' for Waterford Services Inc.

**J**une 15, 2015 was a good day for Waterford Services Inc. – it was the date when the building services contractor originally became ISSA Cleaning Industry Management Standard for Green Building (CIMS-GB) certified.

Founded in 1990, Waterford is a privately-owned company that provides leading-edge janitorial services to commercial, retail, residential, community, educational and government facilities in Toronto and the Greater Toronto Area.

Waterford's corporate strategy is to deliver consistent, quality janitorial services that exceed the needs and expectations of its clients through the implementation of best-in-class technologies, driving efficiency in its business and promoting cost-saving opportunities for its customers.

In keeping with the needs of its clients and to promote its reputation within the industry for excellence, in 2015 Waterford completed the process for and received the accreditation with honors in the ISSA CIMS and CIMS-GB. Waterford Services is now one of the first janitorial service providers in Ontario to achieve this elite certification with the Green Buildings module included.

### **THE MOTIVATION**

Facility managers are increasingly demanding that their vendors obtain CIMS certification. As the managers of one or more buildings on a campus, they are ultimately responsible for the health and safety of the occupants, and they value the best practices and higher standards of a CIMS and CIMS-GB service provider. Waterford Services faced such a requirement from its own customers in 2015.

“We were nearing contract renewal with a major customer

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## 2018 ISSA Innovation Award Program Open for Submissions

The 12<sup>th</sup> Annual ISSA Innovation Award program is now open for submissions.

The program serves as a platform for exhibitors at the ISSA Show North America to launch their product and service innovations, which are then voted on by industry distributors, building service contractors, residential cleaning contractors and in-house service providers prior to the show.

“The ISSA Innovation Award program gives inventors, innovators, and the best and brightest in the cleaning industry an opportunity to showcase what they do best,” said industry expert and 2016 ISSA Innovation Award program judge, Holly Borego of C&W Services. “The ISSA (Show) North America is the only place where you can see the significant technological strides made in the cleaning industry right in front of your eyes.”

The ISSA Innovation Award program features the latest products and services from top manufacturers and suppliers throughout the cleaning industry worldwide. Entries are organized into five categories – Cleaning Agents, Dispensers, Equipment, Services and Technology, and Supplies and Accessories. Each entry vies to earn an ISSA Innovation Category Award and, ultimately, the top honor – the ISSA Innovation of the Year Award.

All entries will appear online for members to vote at [www.issa.com/](http://www.issa.com/)

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# When Good Isn't Good Enough

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Diving into the CIMS process was a ‘no-brainer’ for Waterford Services Inc.

that chose to start requiring its contractors to be CIMS-GB certified,” explained Bradly Crystal, director at Waterford. “Between customer requests and the improved quality and efficiency we could introduce to our company, diving into the CIMS process was a no-brainer.”

### A DEEP DIVE

First-time CIMS participants require several months to prepare for the certification audit, which touches every department and every aspect of the business. Crystal described how CIMS permeates an organization: “The certification process turns a company inside out. You examine everything and rebuild it from the ground up.”

When Waterford Services was originally certified, the team knew that maintaining the certification in the years to come would involve biennial recertification audits. So, the time between initial certification and the first recertification was critical in Crystal’s eyes.

“CIMS-GB had to be completely absorbed throughout the company and culture,” he said. “One way we did that was to not only execute our duties the CIMS way, but also to integrate CIMS-GB into our own internal training program.”

### MEASURING AND TRACKING PROGRESS

After committing themselves to the preparations for the certification process, Waterford’s leadership team wanted to make sure the organization made the most of it. The CIMS standards are all-encompassing, and include administration and management rather than simply the cleaning process itself. So, the team wanted some type of technology to track how the standards interconnect departments and functions.

Ultimately, Waterford developed its own unique, proprietary cleaning-management software. Dubbed Janitorial Services Manager (JSM), the system was

designed to not only help maintain the CIMS standard, but also to improve on it.

“We developed (JSM) for the initial certification,” Crystal said. “Then, over the months, it evolved and expanded along with us. The tool became that much more useful in all areas of the business.”

The essence of JSM is to help the team manage the logistics and administration of running a cleaning company without the labour and workhours previously consumed by manually executing the tasks. It encompasses all aspects, from quoting to human resources to consumables and inventory to work orders.

### A HOLISTIC TRANSFORMATION

“It was a gradual evolution,” Crystal explained. “We had created separate modules for the different functions. As we became more efficient throughout our operation, we made tweaks to JSM. For instance, rather than being separate modules, the workloading tool now links directly to the costing component. It’s a game-changer.”

As in any industry, accuracy is critical to cleaning and maintenance. Through the synergy of CIMS and JSM, Crystal’s team became more accurate and efficient in bidding.

Costing the traditional way is not always accurate. It entails some amount of guesstimating, plus mathematical calculations and unit conversions between workhours, litres of chemical and square footage. An inaccurate quote can be costly for a service provider. According to Crystal, “If the quote is too high, you’ll lose the bid and the business to someone else; if it is misquoted too low, you can be locked into a contract that drains your profits.”

Additionally, as part of the CIMS standard, frontline workers are trained in the correct procedures for cleaning all types of buildings. No longer are your employees pigeon-holed as the carpet guy or the lady who does the offices. All of the frontline workers now have the





training required to perform each cleaning function.

### REFLECTING ON THE JOURNEY

On November 9, 2017, Waterford Services successfully achieved CIMS-GB re-certification with Honors.

“We were better because of the CIMS process,” Crystal explained. “Our whole company culture shifted to the point where preparation for recertification paralleled our daily work.”

“CIMS is challenging but so worth it,” he continued. “It’s an inspiring and worthwhile process that completely changed our way of thinking.”

CIMS and CIMS-GB are more than simply knowing how many bottles of window cleaner are required. It’s about adapting to any situation while maintaining high standards.

“The key is to monitor everything and keep up,” Crystal said. “Ensure your procedures change and become your new normal.”

The story will continue for the Waterford Services team, for they have committed themselves to the path of continuous improvement.

“We continuously evaluate ourselves and our processes and, where possible, we create new efficiencies that allow us to revolutionize the management of our business. CIMS and CIMS-GB have provided us this amazing foundation to build on.”

### ABOUT CIMS AND CIMS-GB

The Cleaning Industry Management Standard (CIMS) was created “by the

cleaning industry and for the cleaning industry.” It was developed specifically for building service contractors, in-house service providers and residential cleaners. As such, CIMS deals with the unique issues faced by the cleaning industry and focuses on compliance requirements that are determined by experts in the cleaning field.

CIMS-GB (Green Building) adds a green-cleaning and sustainability component and can help an organization secure points under the Leadership in Energy and Environmental Design (LEED) for Existing Buildings: Operations and Maintenance (LEED EB: O&M) system.

“CIMS provides contract cleaning companies the parameters of the core components that make a business successful,” said Brant Inero, ISSA director of education, training, certification and standards. “Achieving CIMS provides the opportunity for a company to prove their legitimacy to their potential clients as well as their dedication to running an effective operation.”

While most programs in the cleaning industry measure knowledge or training, ensure products meet specific standards or require that technical cleaning procedures meet set criteria, CIMS applies to the entire organization and focuses on management systems and service delivery processes. CIMS makes no product, equipment, procedure or system recommendations, and each organization retains the flexibility to choose how to best meet CIMS requirements.

*For more information on CIMS or CIMS-GB, please contact [www.issa.com/standard](http://www.issa.com/standard) or call (800) 225-4772.*

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## 2018 ISSA Innovation Award Program

**innovate.** The entries will also be on display in the ISSA Innovation Marketplace & Lounge, Booth 3405, throughout ISSA Show North America 2018, which takes place October 29 to November 1 in Dallas, TX.

“Part of our mission is to drive the cleaning industry forward,” said ISSA Digital Marketing Director Lou Centrella. “The ISSA Innovation Award program helps accomplish this by supporting and recognizing the latest in products and services our industry has to offer.”

Companies exhibiting at the ISSA Show North America wishing to enter the ISSA Innovation Award program can choose from the Standard and Premium entry packages or a new Custom package. “The Custom package is designed, in part, by the ingenuity of the entrant,” Centrella explained. Details for all packages can be found at [www.issa.com/innovate](http://www.issa.com/innovate).

Online voting for the ISSA Innovation Category Award program begins August 1 and continues through October 19 – just days before the opening of ISSA Show North America 2018.

Online votes will be tabulated and combined with those of a panel of judges made up of industry professionals and the media to determine a winner in each category, as well as the overall innovation of the year.

Category Award winners will be announced during the Team ISSA Welcome Reception, Monday, October 29 – 7:30 p.m. to 10:30 p.m. The Innovation of the Year Award will be announced at the ISSA Innovation Award ceremony to take place at the Innovation Marketplace & Lounge – Booth 3405 – at 1 p.m. on Thursday, November 1.

The deadline for entries is **July 16, 2018**. Exhibitors wishing to submit products and services to the ISSA Innovation Award program can visit [www.issa.com/innovate](http://www.issa.com/innovate) or contact Mikel Gabrielson or Iris Weinstein at (847) 982-0800.



## 360° of Immersion

ISSA Show North America 2018

**I**SSA Show North America is the largest exposition for the professional cleaning industry. From October 29 to November 1, the entire industry will congregate in Dallas, TX, to find the latest solutions to today's toughest cleaning challenges. Surround yourself with the newest strategies, products and opportunities to realize greater profits and improve efficiency for your firm.

This year's trade event promises to offer a "full circle of learning" with over 90 education seminars and training workshops geared to all sectors of the industry. Educational programs focus on a wide range of relevant topics to help attendees build their skills, streamline their processes, update their professional certifications and get up-to-the-minute perspectives from the experts.

In addition to the wealth of educational offerings, over 750 exhibitors from over 24 countries will showcase the most current trends and innovations to enable professionals to find new ways to profit and drive their bottom lines.

Over 16,000 industry representatives – including distributors, building service contractors, facility decision-makers and residential cleaning companies – attend the event to grow their professional circle and receive solutions from nationally respected suppliers and fellow peers.

Immerse yourself in 360° of education, innovation, connection and inspiration at the leading exposition for the cleaning and facility solutions industry.

*Register today to receive special early bird pricing!* 🍁

## Team ISSA Welcome Reception October 29, 2018 | Dallas Fairmont

**I**SSA Canada is extremely excited to be partnering with the Association of Residential Cleaning Services International (ARCSI) and the International Executive Housekeepers Association (IEHA) to host the brand new Team ISSA Welcome Reception on October 29 at the Dallas Fairmont from 7:30 to 10:30 p.m.

Meet, or get acquainted with, colleagues from all over the world while you enjoy complimentary snacks and beverages during this friendly networking extravaganza. Not only is the event open to all ISSA Canada members, ARCSI



and IEHA members will also be in attendance, resulting in an outstanding networking opportunity and a chance to meet some major industry players.

Contact ISSA Canada today to see how your company can be represented at this social event of the year. 🍁

## Transitioning to WHMIS 2015

**B**uilding service contractors and in-house service providers of cleaning services have until December 1, 2018 to come into full compliance with the Canadian Workplace Hazardous Material Information System as revised by GHS ("WHMIS 2015"). However, please note that specific dates may vary by jurisdiction, so you should check your jurisdiction's deadline at <http://whmis.org> or by contacting your WHMIS regulator.

The last date on which a controlled product with a WHMIS 1988 Material Safety Data Sheet (MSDS)/label can be sold to your workplace is August 31, 2018. As of September 1, 2018, all hazardous products sold or imported for use in a Canadian workplace must be compliant with WHMIS 2015.

If you have not begun transitioning to WHMIS 2015, this timeline may leave your workplace with only three months (September 1 to November 30, 2018) to transition your WHMIS 1988 products to WHMIS 2015 compliance.

Some good practices to consider

when preparing for this transition include the following:

- Meet with workplace leadership to develop a transition plan with milestones and responsibilities. Establish and maintain an accurate list of all hazardous products in your workplace and whether they are WHMIS 1988 or WHMIS 2015 compliant.

- Understand how the hazard classification criteria of WHMIS 1988 and WHMIS 2015 differ. These differences mean that some products may have different hazard classifications under WHMIS 2015 compared to WHMIS 1988.

- Review training processes and materials to make sure they are WHMIS 2015 ready. Remember that as long as you have both WHMIS 1988 and WHMIS 2015 products in your workplace, you will need to educate and train your employees on both WHMIS 1988 and WHMIS 2015 requirements.

- Communicate with your suppliers to find out if upcoming shipments

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By BRANT INSERO

# Dealing With Disruption

**T**he cleaning industry is experiencing major disruption. According to the American Institute for Cleaning Sciences (AICS), there have been over 70 notable changes in company ownership in the industry's supply chain since 1991 with most of these changes having occurred in just the last three years.

The majority of these mergers and acquisitions have taken place within the manufacturing and distribution channels as companies need to succeed in a new era of purchasing decision-makers. The day of relational purchases is almost over; modern buyers tend to remove themselves from brand loyalty and focus on their vendors value-added services, convenience, response times, ease of purchase and bottom-line prices.

Consider your own personal spending habits. In the past, you might have shopped at the local toy store since it was owned by a person living in your neighbourhood. The owner knew you by your first name, asked about your kids and may have sent you a holiday card. Now you can jump on your smart phone, place an order with an internet retailer in less than two minutes, and have it at your door the next day – all for less money than might

once have been possible.

## **MISSION MATTERS**

One major online player – think the boxes with the omnipresent smile logo – is disrupting our industry at a pace almost too difficult to match. To help us understand this supplier's motivation and mind set, let's dive into its mission statement to examine how the company is innovating while maintaining a strong focus:

“Our vision is to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online.”

Mission statements can be the strongest form of communication to customers and employees as they shine a light on the future of the company direction. With this in mind, we should take a moment to dissect this company's statement as it relates to each type of ISSA member.

The first sentence of the mission statement: “Our vision is to be earth's most customer-centric company.” Translation: This company wants to provide a customer experience that is positive before, during and after the sale.

You might ask how a company that is strictly on the web can provide a positive customer experience after the sale is complete? A supplier of this magnitude doesn't need to have all the answers immediately, but one potential answer might be to help customers create training videos that help them use their newly purchased item properly. Another option is to provide preventative maintenance on the equipment it sells. Both offerings could directly compete with value-added services from a distributor.

The second part of the mission statement reads “to build a place where people can come to find and discover anything they might want to buy online.” The latter half of this sentence is the most frightening thought to many professionals within the cleaning industry. When you peel back the layers of this statement, it doesn't stop at products. Whether you are a business or homeowner, you often need services (think cleaning services).

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## Wins Silver in Power of A

**I**SSA, the worldwide cleaning industry association, is thrilled to announce that ASAE has awarded its 2018 Power of “A” Award (Silver Level) for ISSA’s *Cleaning for a Reason* program.

ASAE created the Power of A Awards to showcase how associations leverage their unique resources to solve problems, advance industry and professional performances, kickstart innovations or enrich lives.

As a result of this award, ASAE will promote ISSA’s *Cleaning for a Reason* and provide ISSA with proprietary marketing tools to use in promoting the award. ASAE will be engaging in a number of promotional activities throughout the summer and fall to celebrate these meaningful initiatives.

Attaining third-party validation of *Cleaning for a Reason*’s activities allows ISSA to justify continued investment in the program and promote participation from membership, volunteer leaders and other stakeholders, even outside the association.

Attention from a large association like ASAE will help spread awareness of ISSA’s *Cleaning for a Reason* beyond its previous reach, helping to put a spotlight on the cleaning industry and, more importantly, the volunteers who make the program work.

“Congratulations to the 2018 Power of A Award winners,” said John Graham, president and CEO of ASAE. “There are very few things that get done, very few ideas that get implemented, without an association being involved at some point in the process.”

ISSA previously won a Power of A Award in 2015 for its *Value of Clean*® program. 🍁

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# Dealing With Disruption

If those services are a part of the commerce world, what is left for distributors, manufacturers and cleaning companies? How can anyone survive in a market so disrupted by innovation?

If internet business-to-business sales for one retailer has surpassed \$2 billion (USD) last year, how can it keep that momentum moving forward? The simple answer is adding services that go above and beyond product sales.

Most online companies would like to see a 20 per cent sales growth month-to-month, meaning they need to find a way to diversify revenue while continuing to grow. One online supplier offers commercial cleaning services that are subcontracted out throughout the United States. This same supplier has already hired employees to perform cleaning services within households in the U.S. Northwest. This beta test is the first phase of a roll-out planned to reach 75 zip codes in 2018.

If online companies start sending direct employees into residential homes, what will prevent them from doing the same in commercial space?

## CONFRONTING CHALLENGES

The one challenge that the online retailers have faced over the past two years, specifically, is warehouse space. They have worked hard to overcome this by partnering on warehouse space and building state-of-the-art facilities that enhance

their speed of delivery – the backbone for online sellers over the years. With the space issue solved, they will move on past product and delivery speed. For companies of this magnitude, service magnitude, service offerings will become the new focus, which they consider a simple logistical enhancement. In fact, Walmart recently announced it is testing online ordering with same-day food delivery in various locations.

## COMPETITIVE QUESTIONS

As 2018 moves forward, professionals within the cleaning industry will continue to scramble for answers to a very challenging question: How do I compete with online companies disrupting the entire industry’s supply chain? Many factors come into play, so before you begin to change the culture of your business, ask yourself the following questions:

- Does your company offer expert consultative solutions?
- Does your current company culture demand excellence?
- Have you changed your sales model to accommodate current buyer trends?
- Do you have a high-functioning e-commerce website?
- Are you offering services that your online competitor can’t?

It’s just a matter of time until the online retailers realize the “secret sauce” that each profitable ISSA member has within its business. When that time comes, will you have a new secret recipe to continue your success? This might sound frightening to many of us but it is also a very exciting time for our industry.

Now is the time to begin evaluating your sales model, offer new services that differentiate your company from another, and focus on innovation. To continue to remain relevant in the cleaning industry, you must think about tomorrow today. 🍁

*Brant Inero is ISSA director of education, training, certification and standards. He can be reached at [brant@issa.com](mailto:brant@issa.com); phone (847) 982-0800.*





# The Benefits of Being The World's Worst Negotiator

By SUE PELLETIER

How one exec has led his association's show portfolio, revenues and membership on a dizzying upward spiral by giving away the store

It's only been two years since John Barrett left the Fortune 100 world for what he calls "the glamour and excitement of trade show management," but he wasted no time disrupting pretty much everything when he became the executive director of ISSA – a global association for the cleaning industry in 2016.

The result: The association has increased membership from roughly 7000 member companies to over 9000, expanded its presence from 79 countries to 103, grown its revenues by 30 per cent and net assets by 50 per cent, and increased staff from 36 to 75 employees.

How did ISSA do it? As Barrett told the audience at ECEF 2018 in May, it entailed breaking up a historically profitable partnership; breaking free of an addiction to ISSA's cash cow, its North American trade show; and being what he calls "the world's worst negotiator" in a giant merger-and-acquisition spree to bring a bunch of new entities, and their shows, under the ISSA umbrella.

## BREAKING UP IS HARD TO DO

The rationale with ISSA's partnership with RAI Amsterdam was sound when it was created, he told the audience. For more than 20 years, their joint show in The Netherlands made for easy-to-harvest profits.

"RAI was the show organizer; all we had to do was fill up an American pavilion and kiss some babies," he said, adding that they also shared two smaller, yet promising, shows in Istanbul and Mexico.

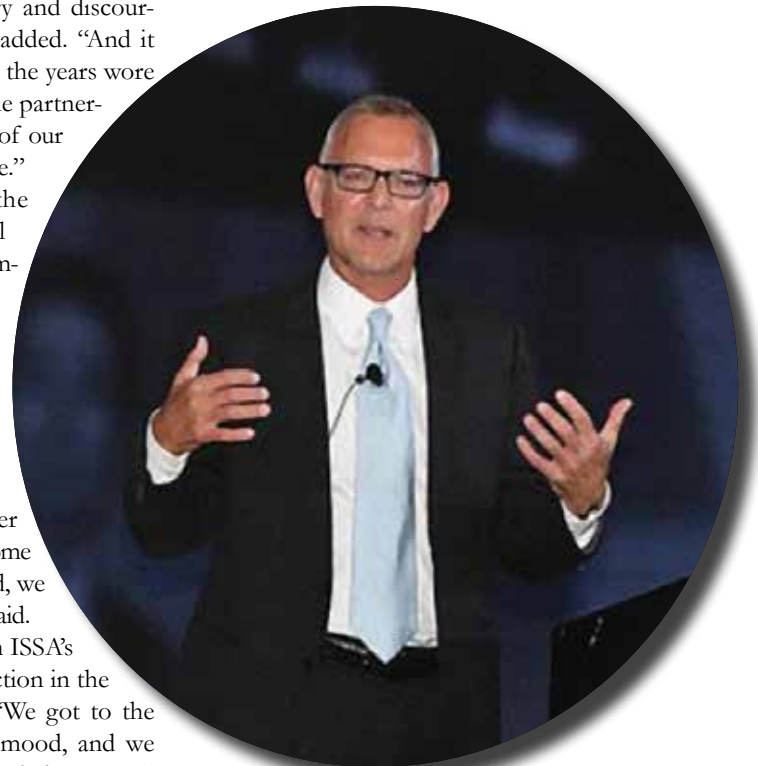
Aside from the obvious financial benefits, the partnership allowed ISSA to "stake out this territory and discourage the competition," he added. "And it worked for a while. But as the years wore on we were finding that the partnership was getting in the way of our plans to reshape our future." The biggest hurdle was the partnership's broad, mutual non-compete, which was hamstringing ISSA's ability to grow its portfolio, something that research told them they had to do to help their members thrive in the chaos and disorientation of today's economy.

"We broke up in a rather public way, and there were some harsh words, but in the end, we found our peace," Barrett said. After public vilification on ISSA's part and a threat of injunction in the Dutch courts on RAI's, "We got to the table in a compromising mood, and we found a way to partner by being apart." ISSA held onto the Mexico show, RAI got the Istanbul show, and the dust finally settled. "The door is open for future co-

operation; we are more than friendly today."

## GOOD TO GROW

ISSA is a mission-driven organization, "and ours is to change the way the world views cleaning, to elevate this humble profession and help the people and firms that every day keep and preserve the health of the human public," he said. "I had an even more personal agenda: To



not screw it up on my watch."

The organization was already success-

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## Pests Drawn to Green Roofs

**G**reen roofs, also known as living or vegetative roofs, have become more popular in recent years among building managers concerned with sustainability and achieving Leadership in Energy and Environmental Design certification. However, these roofs come with their own set of problems, mainly rodents and insects attracted to the plants, McKnight's Long-Term Care News reports.

The most common rooftop pests are rodents, which can damage utility lines, wires and doors as they burrow through vegetation and mulch. Plant-feeding pests, such as caterpillars and beetles, produce a honeydew sap that draws in other pests, especially ants, the top building invader. Stinging pests, such as hornets, bees, wasps and yellow jackets, are attracted to flowering plants and can be harmful to building residents, especially those with allergies to their stings. Birds like to nest and feed on green roofs, but their droppings can corrode building materials, clog gutters or short out electrical equipment.

Orkin offers the following tips for managing green roof vegetation to control pest populations:

- Maintain your vegetation as healthy plants are less likely to attract pests.
- Use cedar mulch instead of organic mulch to help repel certain types of ants.
- Avoid ivy overgrowth to minimize the food and shelter it provides to pests.
- Seal gaps around doors to the green roof, pipes, fixtures and other potential entry points, with water-resistant sealant and/or metal mesh.
- Caulk around utility connections and outlets.
- Line garbage receptacles and keep the lids tightly sealed. Empty trash regularly, as the odors can attract pests looking for food.
- Schedule frequent roof inspections to keep up with roof maintenance. 🍁

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## The Benefits of Being The World's Worst Negotiator

ful when Barrett inherited it, with cash in the bank and a great staff, he said. But ISSA was also “addicted to the cash generated by a single event, our big North American trade show.” Freed from the constraints of the RAI partnership, ISSA was able to embark on a mergers and acquisitions spree. Not only would this help the organization better serve its members, it's also pretty good for the bottom line. As he noted, “New events serve as a platform for our other programs, such as training, certification and membership. And trade shows are pretty good value creators in and of themselves.”

ISSA merged other trade associations into itself, and also acquired for-profit trade publications and shows to help amplify its voice in key segments of the cleaning community. “The main focus of our strategy was to get new events under our umbrella, whether they were for-profit events or not,” said Barrett.

The long list of mergers and acquisitions includes a world-renowned training institute, publication and daily news feed targeted to the cleaning industry's end users; a magazine that served the carpet cleaning and restoration industry; an association of residential cleaning contractors; a benchmarking entity; a Hong Kong-based training and certification institute; and associations and trade shows serving communities from Australia to South Africa. Along the way they also picked up a 501(c)(3) organization called Cleaning for a Reason – “Our foundation got into the act on this one” – that brings free home cleaning for cancer victims. A media darling, “It brings a positive focus for our industry,” he said.

While many of the shows ISSA is adding are smaller events that most large trade show companies wouldn't bat an eye at, they're the right choice, Barrett said. “We never forget our mission of changing the way the world views cleaning, and each provides the potential to fulfill our mission on a vastly accelerated basis,” Barrett said.

To support all this growth, ISSA also established new offices in Albany, NY; Columbus, OH; Toronto, ON, Canada; Shanghai; Sidney, Australia; and Frank-

furt, Germany, to augment its “intergalactic headquarters” in Northbrook, IL.

### BAD NEGOTIATING IS GOOD FOR BUSINESS

ISSA's proposition to its new partners, which for the most part are doing O.K. but not setting the world on fire, is pretty seductive, he said.

“We tell them we don't want them to become us – we want them to become the very best version of who they are. The fact that we have substantial liquidity and are interested in investing in their good ideas probably doesn't hurt either. If you like your name, keep it. If you like our name, use it. If you want to combine them, so be it.”

If they have money in the bank, they keep that too, he added. “Any money we earn together stays in the partnership – we never take it out unless we both agree to do so.” In many cases, ISSA doesn't own the entire event – but it never takes less than 50 per cent. “That's really important.”

ISSA hasn't done a lot with the big independents. Yet. But the cooperation can take many forms – co-location, new events, etc., and Barrett said he's “absolutely sure that we will,” inviting any in the audience who might be interested to “swipe right” and get in touch.

“I know, you're thinking this guy is the worst negotiator in the world, he gives away the store. That's true,” said Barrett. “I want to be known as the worst negotiator in the world, at least in our community, and I strive to prove it every day. I want to be the one who you call if you have unrealized dreams for your association, publication or events.”

### LEAPING HURDLES

Of course, all this M&A action doesn't come without its challenges. In ISSA's case, these include:

- Earning the trust of the potential acquisition's existing ownership. “Trust takes time. Each deal is custom; the specific goals and key metrics for the partnership must be negotiated.” One thing that helps improve the conversion rate is testimonials from current partners about the benefits they've gained.
- Bringing new entities into the fold gently. “The trouble with sending out edicts



and forcing compliance is that it not only crushes the spirit of the new entity, but it turns me into a liar because I promised them autonomy.” The process ISSA has developed starts and ends with the needs of the merged organization, Barrett said.

- Getting staff to embrace new people and new markets. ISSA staff needs to understand that the new markets “are truly part of us and that we are there to serve them, that they are not here to serve us.”

- Inflating intangible assets. “I regularly fight our auditors on this,” Barrett said. While placing value on cash and property are relatively easy, intangibles like brands, member lists and good will are more difficult to put a number on. “We were able to argue successfully that not only is there an absence of materiality in these transactions, but artificially inflating value to the intangibles served to



distort our balance sheet.”

- The interminable time lag. “The final frustration is how significant the lag is between the time an opportunity arises and the time it takes to actually do something in this industry,” said Barrett. “We call it ‘association speed’.” Instead of doing the deals sequentially, ISSA opened up several fronts simultaneously and learned as it went. “We determined fairly early on that we can’t let tradition, much less accountants, lawyers

or regulators, dictate the rate of change in our industry. Neither should you.”

### BRINGING REIMAGINATION HOME

The changes ISSA has been going through is not all about M&A, he added. “We also wanted to shake things up at home.” Among the internal programs being reimagined are lobbying efforts, ISSA’s Young Executives Society, and even its board composition. But ISSA is making the biggest change to that beloved cash cow, its 16,000-attendee ISSA Show North America, relaunching October 29 to November 1 in Dallas, TX, where the show hasn’t been for 15 years. While the dependence on the cash cow is now mitigated by new trade shows and a bevy of other workshops, conferences and training – the North American trade show is now only 42 per cent of ISSA’s combined revenue, down from nearly 70 per cent in 2016 – the venerable event needed some updating love, he said.

“We’re replacing a bunch of stuffy, invitation-only events with wide-open, everyone included parties,” Barrett said. Among them are an ISSA Foundation fundraising event at Topgolf Dallas, the proceeds of which will benefit Cleaning for a Reason. Capital markets have rediscovered our industry and tons of money is going into development of technology and advance research, and as such there’s a lot of innovation in the cleaning industry. The final day includes a fireside chat with President George W. Bush, handing out the Innovation of the Year Award, and a blowout Backlot Bash block party.

ISSA was nearly 100 years old when Barrett came on board, and it had been doing well. But, he said, “Through extensive research and focus groups, we knew that if we hoped to be around for another 100 years, if we were going to continue to matter to our members and serve our mission to own the global cleaning community, we had to grow.” Stay tuned. 🍀

## CALENDAR OF EVENTS

**AUGUST 21 - 23: CMI Train-The-Trainee workshop**, Vancouver, BC. For more information, contact ISSA Canada.

**SEPTEMBER 11: CIMS I.C.E. Certification Training**, Vancouver, BC. For more information, contact ISSA Canada.

**SEPTEMBER 26: CIMS I.C.E. Certification Training**, Richmond Hill, ON. For more information, contact ISSA Canada.

**OCTOBER 29: Team ISSA Welcome Reception**, hosted by ARCSI, IEHA and ISSA Canada, Dallas Fairmont, Dallas, TX. For more information, contact ISSA Canada.

**OCTOBER 29 - NOVEMBER 1: ISSA Show North America 2018**, Kay Bailey Hutchinson Convention Centre, Dallas, TX. For more information, visit [www.issa.com](http://www.issa.com).

**OCTOBER 29: CIMS I.C.E. Certification Training**, Dallas, TX. For more information, contact ISSA Canada.

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## Transitioning to WHMIS 2015

will contain Safety Data Sheets (SDSs) and labels that are WHMIS 2015 compliant, and to request that they be provided as soon as they become available.

- Plan to use up or remove WHMIS 1988 stock, or relabel these products with WHMIS 2015-compliant labels, prior to the deadline date set by your jurisdiction. Products with WHMIS 2015 labels must have a WHMIS 2015 SDS, not a WHMIS 1988 MSDS.

- If you still have WHMIS 1988 products in your workplace as the transition deadline approaches, request WHMIS 2015 labels and SDSs from your suppliers. Confirm that the SDS and label provided applies to your WHMIS 1988 product. Some suppliers are taking the opportunity to rename and/or reformulate their products.

- Safely dispose of hazardous products that cannot be brought into compliance.

For additional information on WHMIS 2015, visit [www.whmis.gc.ca](http://www.whmis.gc.ca). In addition, a variety of e-courses are available to help you prepare at <http://www.ccohs.ca/education/> 🍀



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