



Alexson Solutions

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Business Consulting for a growing and changing technology company



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Background

Netflash positions itself as Southern Ontario's fastest and most reliable Internet Service Provider and have been in business for almost 20 years. They have recently started to also offer TV as a new service.

Business Insight

This white paper outlines the challenges the company was facing and solutions designed and implemented by Alexson Solutions and the results from those strategies and actions.

Problem Faced

Netflash is a smaller player in a highly competitive market dominated by three major multi-billion dollar organizations. Technological advances are a constant in this changing industry; keeping up with the effective use of these is hard. It had a number of challenges:

- Staff felt certain areas of technology not worth pursuing.
- Long wait times for customer support calls.
- Rapid change in demands for Internet and its use placing strain on systems.
- Dropped calls and lost signals impacting customer experience.
- High costs of infrastructure not being offset by available funding and investment.
- Rapid expansion and growth left talent gap in leadership roles and responsibilities.



Proposed Solutions

Adrien Alexson personally consulted over several years with the President of the company in a number of areas of the business and coached him. In addition looked at potential areas of improvement and enhancement for the business.

Introduction & Application of Solutions – TV Service

- The IT staff did not know how to troubleshoot the TV service for clients, issues were dragging on for hours and days. Implemented a monitoring system that allows Netflash to monitor latency jitter and server response time at the network, server and channel level. End to end monitoring has allowed staff to quickly troubleshoot allowing them to even be proactive and reduce support call times to minutes.

Introduction & Application of Solutions – Wireless Network

- Wireless Network Advancement – the changing demand for Internet use from mainly email and web surfing to watching TV and using VOIP (voice over Internet protocol) phone service placed extra strain on the wireless network. Able to test the wireless network and identify areas of concern that the IT team were able to either tweak, upgrade or build new network paths.
- Quality on the wireless network has improved the customer experience, nearly eliminating client calls due to pausing TV or lost voices on telephone calls. It has also prepared the network for future demand and provides services that Netflash's competitors are unable to deliver.

Introduction & Application of Solutions - Investment

- **SR&ED (Scientific Research and Experimental Development) Program** – when much of the Internet service provider's staff time is taken up building or upgrading services, they tend to become more reactive and new products and services are less likely to be explored. The middle management at Netflash had determined any support from the SR&ED program was not worth pursuing.
- Was able to convince the President to instruct staff to work with recommended SR&ED consultant contact. This resulted in significant investment being obtained through SR&ED and the development of new services enabling the company to stay ahead of the competition.

Introduction & Application of Solutions – Leadership & Talent Development

- Netflash, starting as a small company, everyone, although with a specific role, ends up wearing many hats. The (good) problem with growing a business is that although many focus on increased revenue by growing clients or selling more services, many companies do not grow their staff from a managerial perspective.
- Efficient and effective businesses do not grow well with the staff members functioning the same way; while the business changes and grows. This is a dichotomy that will most likely lead to failure because revenue fails to increase in line.



- Regular consultations were held with Netflash’s president on management styles. Attitude reflects leadership, starting with the changes at the top, a trickle down effect slowly occurs; eventually levels of the organization were formed. Each level and area became focused and accountable for their role in the organization.
- Staff members now clearly understand their role in the organization. They understand their and the companies priorities, how work and growth is tracked and there is clear accountability. This has streamlined the organization, the right people now have the right information at the right time for decisions and direction to be made to grow the organization.
- Netflash has eliminated the dichotomy of growth between staff and revenue.

Future Direction / Long-Term Focus

The company is now much stronger for the current market. They have developed new offerings and do not have to rely on one product. They are experiencing growth and remain competitive.

Results / Conclusion

This engagement was not a typical trouble shooting role but more of an advisory function. The more that was discussed in terms of high-level activities, the more issues were brought to light that needed to be dealt with. Netflash was not aware that they had issues before Alexson Solutions commenced the advisory role. All issues were uncovered through regular discussions.

- Over \$300k has been received from the SR&ED grant
- The hiring of 2 full time staff has been delayed
- Increased customer satisfaction due to a network that fully supports new demanding services
- Netflash employees have been organized in such a way that allows the President to focus on vision and strategy while understanding each business unit as they report their weekly status updates, this keeps the President “out of the weeds” and managerial staff now clearly understand the direction of the company and how they are part of the new direction.



Appendices

Appendix A – Netflash President Testimonial

“Adrien Alexson strives for excellence from anyone he gets involved with. Striving for this perfection give’s Adrien the edge in his personal and professional life. People that have the chance to know Adrien, ultimately absorb this mentality and with his candor and communication skills, to all levels of people, high level exec’s, to the foreman at a construction site, he brings out the best in people.

He drives himself to fully complete a project and then tests the results to gather metrics. It is his way of validating the success of the project. If something is out of spec, what needs to be done to bring it into spec, but ultimately what does this mean to the overall project?

Adrien is a details oriented person, metrics, statistics, and performance, are all important to him. Adrien is a strong and highly intelligent person, and if Adrien doesn’t know something or is put into a position that is outside his current knowledge level, no matter the project, he will seek professionals in those area’s to help create a better understanding on the challenges he is being faced with.

Adrien has provided me countless advice to help me grow my business, or provide guidance on how to deal with tough employee’s. His advice has given me the ability to make better decisions in both my professional and personal life. I value Adrien and his ability to bring a positive energy to my life.”