



Sharpening Our Competitive Edge

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Director of Customer Success

About Us



Serving the Communications Industry
for Nearly 25 Years

eLation™ OSS/BSS Services

Billing

Financials

Staking & Mapping

InnoStream™ MG-TV Video Services

IPTV Middleware – T-40 Transcoder-Encoder

Hosted Live Streaming

200+ Systems in North America

APMax™ Voice Services

Hosted Voice Solutions

SIP Phone Provisioning and Management Software

820 APMAX Systems Deployed in North America



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Leaders Have So Much Going On!



What is our focus?

FOTP

- \$ available for builds
- Deadlines to achieve these builds
- Supply Chain issues
- Contractors/Staffing issues

These are NOT what we should be looking at as leaders.

#1 Strategic Planning Topic: Life after Funding Ends

Are you letting people go, raising prices or both?

“By that point I will be FTTP everywhere..... isn't that enough?”

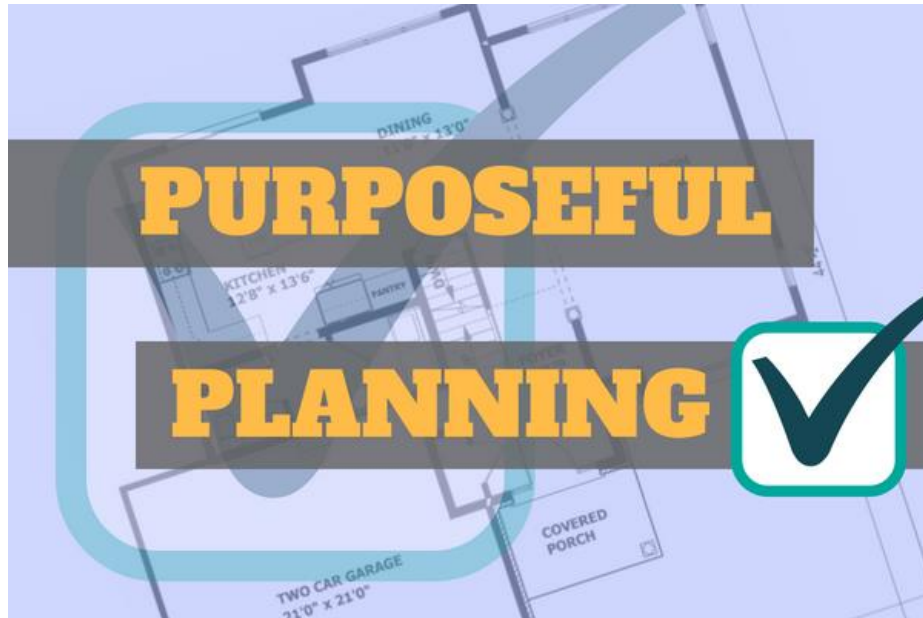
- Demand for speed
 - Increase in electronics costs
 - Constantly increase backhaul and IP drains
- ↑
- The ability to raise prices will not match the increase in speed.
 - You will be able to raise pricing based on Consumer Product Index, but in the end, bandwidth is a commodity that the price increase will not match the demand for speed increases



Your Goal is to have the Net Income to Operate without Government Funding

Leadership Processes and Perspectives- Vital To Success

Purposeful Planning



Innovation



Overcomplicated Jargon

One of the keys to purposeful planning is ensuring everyone is speaking the same language



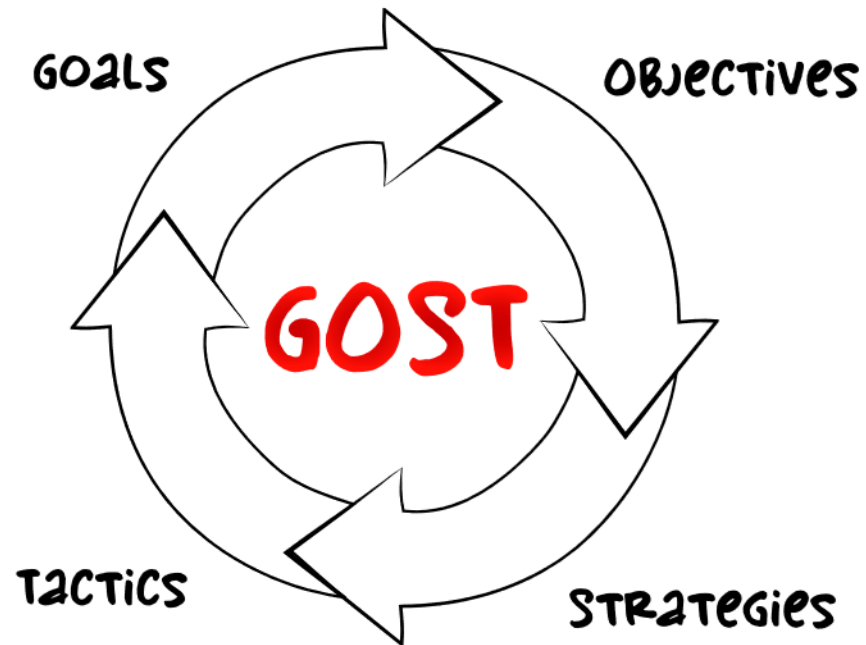
■ KISS + The GOST Method

GOST FRAMEWORK



- **Goals**
What you are trying to achieve in general terms
- **Objectives**
What you are trying to achieve specifically (SMART)
- **Strategies**
How are you going to do things in general terms?
- **Tactics**
Specific actions you will take

Example in Action



Goal

- Net Income Positive without Govt Funding

Objectives

- Decrease Operating Expenses by x% over 5 years
- Increase Revenue per customer by x% over same time

Strategy

- Become more efficient in daily operations
- Offer new, value-added products for customers

Tactics

- Use technology to reduce truck rolls
- Review processes to ensure best use of resources
- Develop new products to address customer needs

Start looking at the WHAT- My point for the 1st slide



You are already tactically specific:

- Complete build by 12/31/2023
- X numbers of houses passed by End of Q1 2024
- Y miles of fiber in ground

Leaders focus on the WHAT. The Goals and Objectives for our company....

- We need to help set the Strategy to achieve these goals- the HOW in general
- We need to empower our teams to execute the Tactics- the HOW specifics

INNOVATION: Simplified

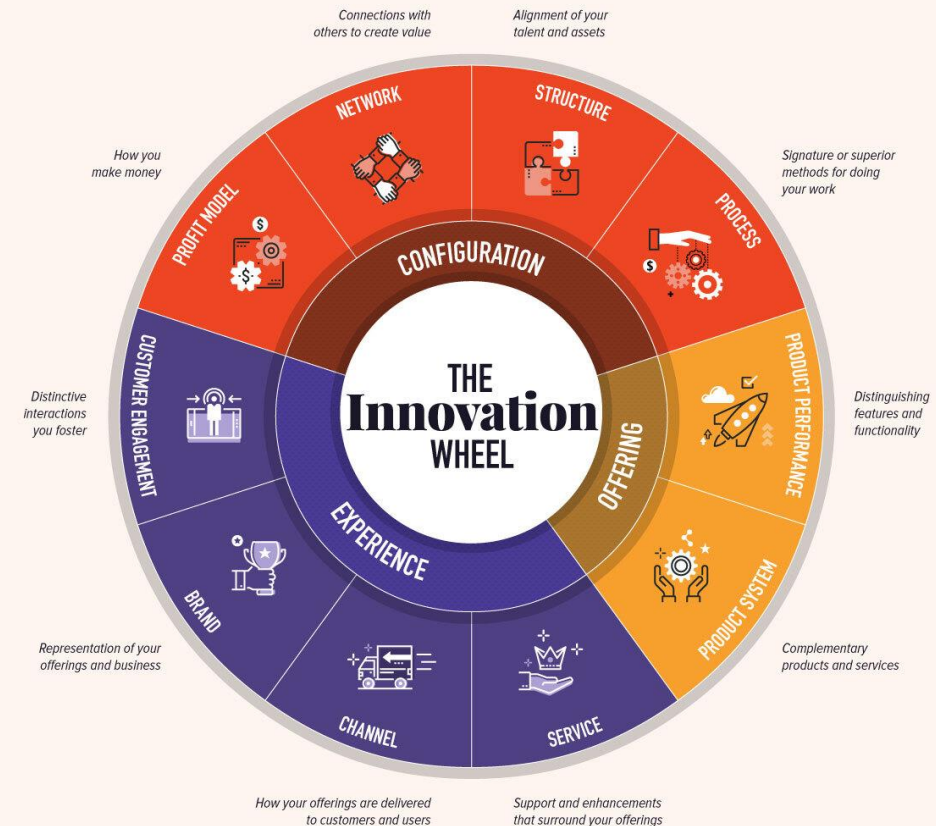
Innovation is creating new value for customers. Those customers may be internal or external.

“To not innovate is to die” – Tim Cook, Apple CEO

UNDERSTANDING THE 10 Types of Innovation

New products are invented from scratch all the time, but this is merely one way to innovate.

According to innovation firm **Doblin**, most big breakthroughs in history comprise some combination of the following 10 types of innovation.



By tactically examining these 10 different types of innovation, you may uncover exciting new product opportunities – or you may change the business world forever.

What to Sharpen- The 2 Goals of Every Company

- Expense Reduction
- Revenue Growth



Operational Excellence leads to Reduced Expenses....



Operational Excellence :

“A philosophy of the workplace where problem-solving, teamwork, and leadership results in the continuous improvement in an organization. The process involves focusing on the customers’ needs, keeping the employees positive and empowered, and continually improving the current activities in the workplace.” - Business Dictionary

Continuous Improvement

- Improve products, services, or processes.
- “Incremental” improvement over time.
- Customer valued processes are constantly evaluated and improved in the light of their efficiency, effectiveness and flexibility.

“I bet 70% of the innovation we do focuses on slightly improving a process. That incremental invention is a huge part of what makes Amazon tick.” – Jeff Bezos, former Amazon CEO



■ We cannot continue to do what we've always done...

Triggers that promote evaluating processes regularly:

- Technology
- Changes in Communication
- Are We Making It Easy?



Technology



Value adding technology is always coming out!



Your Vendor Partners should be listening to your problems and driving solutions



The technology you invest in should drive to a strong ROI



Do you Implement them? If not, Why?



Reducing truck rolls is the quickest way to reduce expenses

The image displays two software interfaces. The top left window, titled 'eLation Relay', shows a map view for 'Ticket 1830355529'. It includes a 'Disable Satellite Imagery' toggle and a map with various markers and labels such as 'City Dump', 'COD6/9', 'COD6/8', 'D7/2', '39620', '22920', 'Highway 34', and '39610'. The top right window, titled 'eLation Reach', shows a user profile for 'Robin Pooley' at 'Innovative Telecom'. It features a navigation menu with options like 'Dashboards', 'Home', 'Pending Tasks (5)', 'View Documents', 'Approvals', 'Time Off', 'Bill Posting', 'Bill Payment', 'Purchase Order', 'Self-Care', 'Profile Picture', 'Contacts', and 'Employee Info'. The bottom part of the image shows a detailed SDP Diagram for '1456 Elm St'. The diagram includes components like 'Fiber Splitter E7-Splitter1', 'Fiber Strand fiber frame=12', 'Calix E Series PON Port (Card) CALIX-E7-1-1', 'Splitter Port E7-Splitter1-12', 'Calix E Series ONT ONT 7216998581', and '1456 Elm St'. It also shows connections to 'P(1) Internet Service - Residential ONT', 'P(1) 507-342-2005 10.0.0.16 1', and 'P(1) Video ONT 7216998581 Gigabit Eth'.

Using Technology to Decrease Truck Rolls ...

- Automate Locates
- Reset TV with a virtual remote
- Automated appointment reminders to make sure your customer is home BEFORE you roll
- Auto provisioning for upgrades

Truck Roll = \$\$\$\$

Virtual Remote

Set Top Box Info	
Account Number	6055551005
Serial Number	8547080005803
MAC Address	0002021abb45
IP Address	172.16.12.61
STB Location	Bedroom-1
STB Model	A530
Enhanced Services	0
Max Bandwidth Kbps	0
Trial Group	0

On-Screen Display

Day Planner

Time	Program	Status
10:00 am	3 WEATH	Day Planner
10:30 am	4 KELOWTH	Local Weather
11:00 am	5 LWEA	Local Weather
11:30 am	6 KDLT	Today
		The Simpsons
		Two and a Half Men
	7 LOOR	Local Origination

Your Upcoming Appointment

tstc@innovsys.com
To Nichole Hegg

A technician is currently on the way for your scheduled appointment. If you would like to track their current location, please [click here](#).

Changes in Communications

The Curse of the Incredible Customer Service



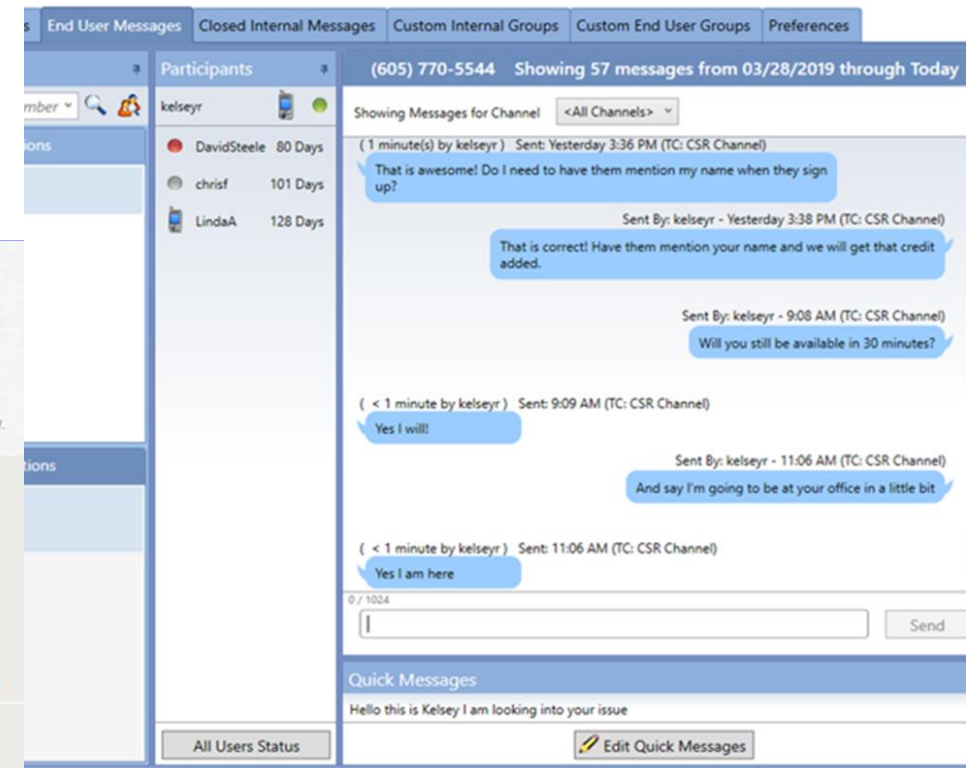
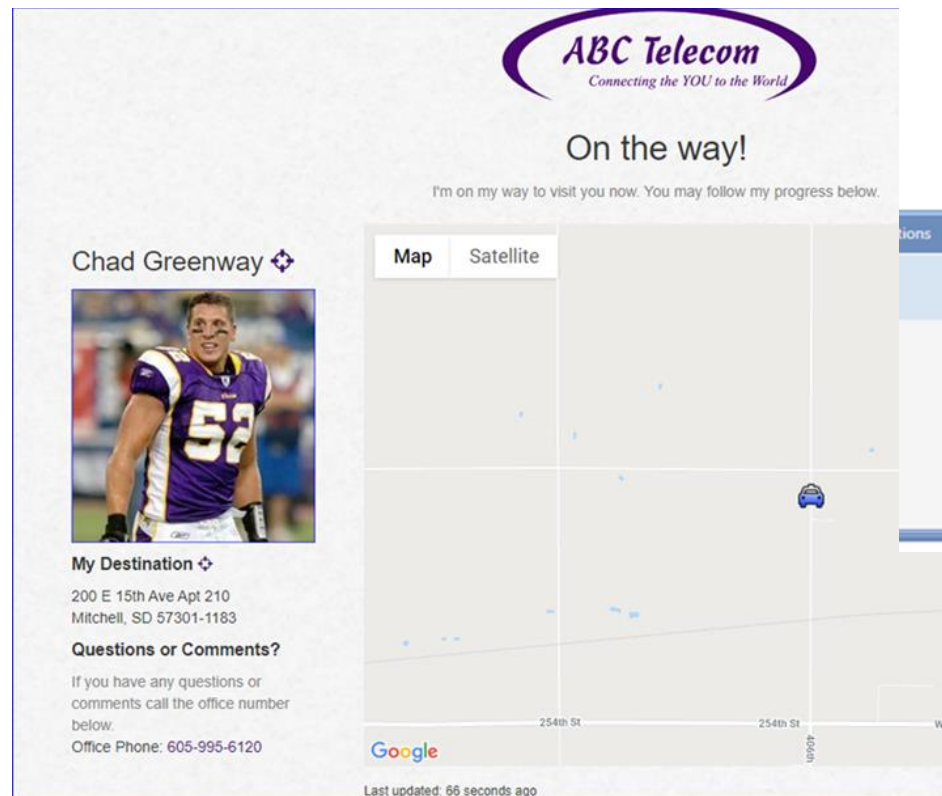
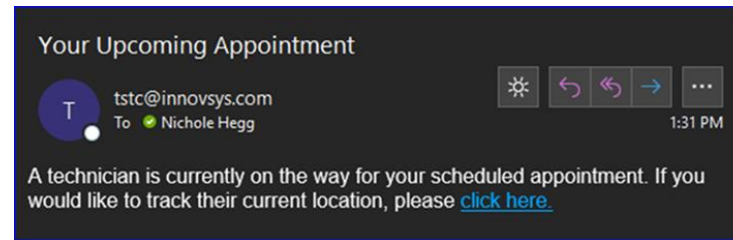
I typically see 2 types of customers in our footprint...

- Those that have lived in the service area all their lives
- Those that have moved into the service area from a large national provider

How Communication Can Improve Customer Service

Customers want communication and real-time updates. Especially younger customers.

- Email
- Text Messaging
- Map to Track Location



Are we spending more money on our bad customers?

Our worst payers are usually the ones we spend more time and effort on!

Are we doing everything we can to automate the Non-Pay Disconnect Process?

- Auto disconnects and re-connects when paid
- Auto calling of notices of pending disconnect
- Requiring advance pay or ACH/CC for constantly late clients

Do you know how many hours your company spends chasing these customers and their bills?



Can you spend money – that actually saves you money?

Reducing costs by outsourcing?

Some tasks make more sense than others to outsource:

- Many of you already outsource NOC or after-hours work
- Payroll
- CABS billing
- Highly specialized talent that can work remote, that can be hard to find or expensive in your area

Could you use the people who do these jobs to drive increased revenue in other parts of the business?



Are You Making it Easy??

Processes should be about making things easy...

E-commerce Trends



Enhance the customer experience with self-service options:

- E-commerce
- Reduced/or electronic paperwork to sign customer up
- Auto- provisioning of new services and upsells

This goes for inside our offices as well...

- Easy point of sale tablets
- Drive to ACH and Credit Card payments

What to Sharpen- Profit Growth



1st- Let's Talk Revenue Diversification

Our stated goal was to survive if Gov't Funding stopped



How much of your Revenue comes from:

- Gov't Funding
- Access
- Declining Services or service areas

It takes time to drive revenue diversification

- Typically, 5-10 years, especially if doing it organically

Revenue Growth

Look at what you know when looking to grow your revenue.

- What is in your “Swim Lane”
- As Technology companies- this is where you should look
- Is the area you are looking at a growth area as well?



Grow Revenue by Creating Value

Remember- Innovation is creating value for customers

A few ways to create value:

- Solve their challenge
 - To do this you must understand the frustrations of your clients or potential clients
 - What challenges do they face and need help solving that is within your swim lane?
- Examples
 - Websites
 - Cyber Security
 - Whole home tech services
 - VOIP
 - Smart Ag



Top Tech Issues in these areas:

Small Business

1. Information Security
2. Technology Integration and Upgrading
3. Cloud Computing
4. Social Media
5. Risk Management
6. IT Regulatory Compliance
7. IT Resource Management
8. Business Continuity and Recovery
9. Infrastructure Management
10. Fraud Monitoring

Home

Top 5 Home problems solved by Smart Tech

1. Beeping Smoke Detectors
2. Blurry Security Cameras
3. Package Thieves
4. Water leaks/floods
5. High Energy Bills

Top 5 Problems with Smart Home Tech

1. Devices don't play together
2. Devices can't connect to network
3. Devices Activate at wrong time
4. Drains batteries to fast
5. Hard to control

Farms

1. Traditional Views
2. Technical State of the farms
3. High Prices of Technology
4. Education/Qualification
5. Telecom infrastructure

Grow Revenue by Creating Value

What are things you do well- that your peers could benefit from?



A few ways to create value:

- Change your domain
 - How can you take something that you do today, and turn it into something new customers would want to do
 - Seeing this more and more in the industry- NOC Services, Engineering services, Marketing, Website design, MSP, etc...

Grow Revenue by Creating Value

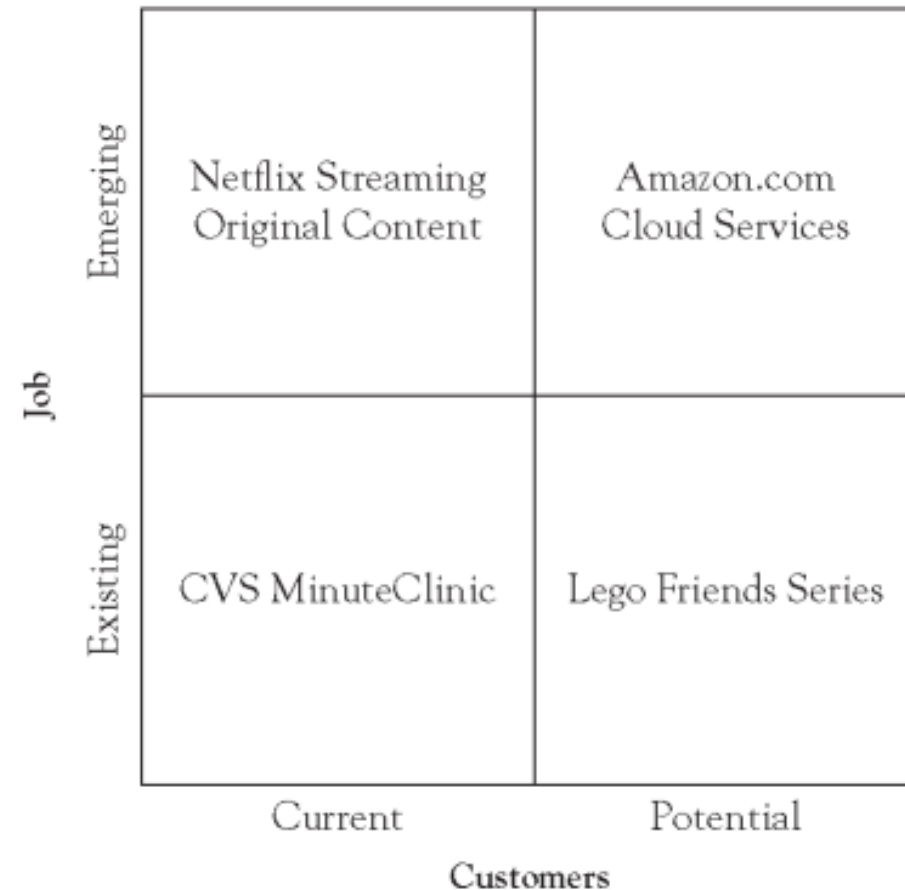
Deviate from the Norm- too often we look at growth from our lens instead of a need or job-to-be fulfilled perspective

Value Mining Matrix

Y- axis = Jobs/Needs

X- axis= Customers

This is how some large brands found ways to add value and grow their revenue bases

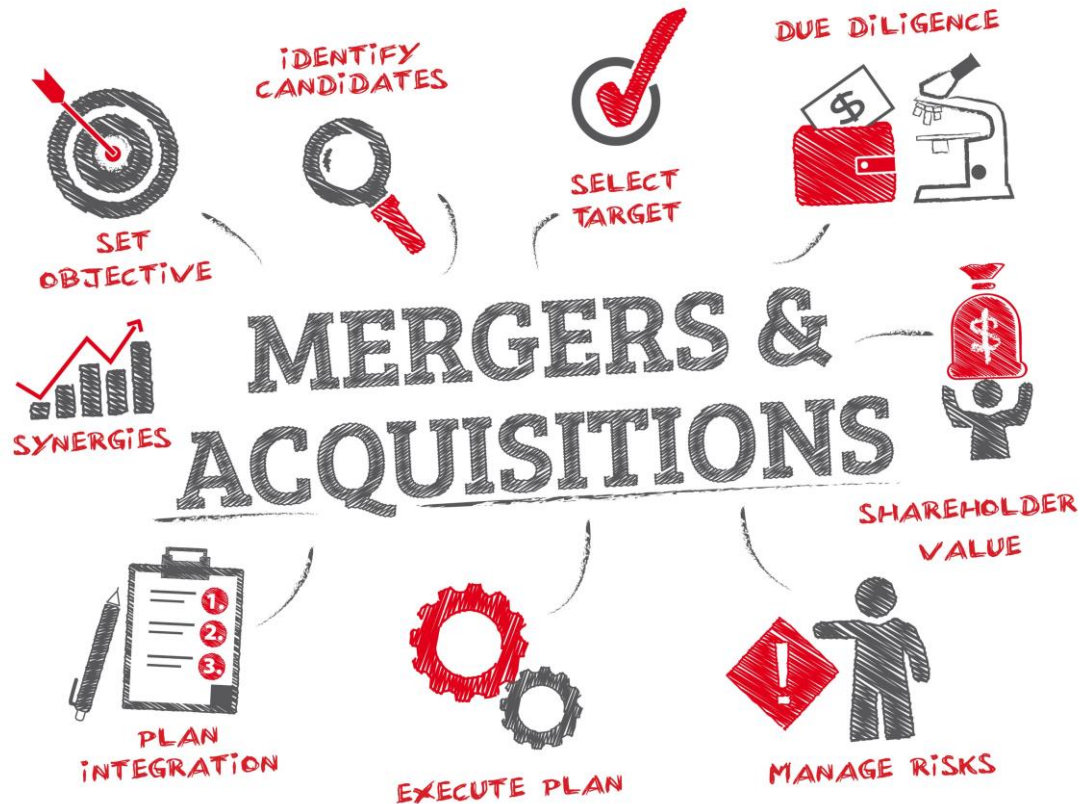


Investing in Priorities

- Too often we start something new, but we don't allocate the resources to succeed and grow it as needed.
- By keeping with the status quo on resource allocation, we doom the new initiative to fail.
- Take resources saved by being Operationally Excellent to grow your new opportunities



Grow Revenue by Merger and Acquisition



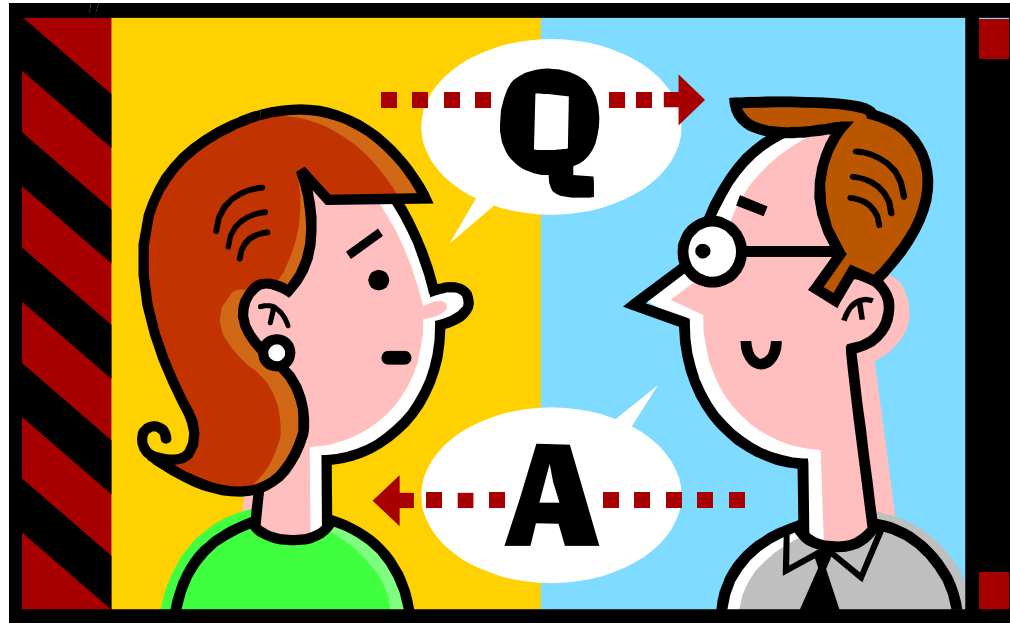
Shared costs:

- Expansion vs. building from Scratch
- Attaining new talent
- Adding value through complimentary products

Things to consider:

- Culture
- 2 bad's don't make a good

Questions?





Thank You!

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