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WESLEY CLOVER QUARTERLY UPDATE

Growth Automation: Changing the Nature of Customer Marketing

**KRP Properties
Deploys its Own
Form of Growth
Automation**

**"Omni-Channel
Engagement" is Key
to Acquiring and
Retaining Customers**



Wesley Clover

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Q is a quarterly publication of Wesley Clover, highlighting some of the latest accomplishments from the wide range of businesses in our portfolio. Visit wesleyclover.com for more information.

Automation for Developing Long-Term Customer Relationships and Company Growth



Well, I must admit the topic of this issue of **Q** is quite compelling! Anything that helps businesses engage with clients, listen to their needs, deliver what they want, grow sales and maintain solid long-term relationships is fundamental to me. It always has been. Give the customer what they want and win the sale! I don't find that hard to understand when trying to build and grow a business.

But of course, in the world we live in today, things are rarely simple. On one hand, barriers to competition are down all over the world. Cycles for product and solution development are shorter than ever. Costs to establish a company and begin marketing are lower than ever, particularly when so many are focused on SaaS solutions. And on the other hand, customers have easy access to so many more tools and so much more information with which to research companies and products, make comparisons, determine prices, read reviews and assume ever more power in the sales process.

As a result, competitive landscapes as well as customer expectations and behaviour can change more rapidly than ever. Every company needs to be aware of this, and develop sound strategies to serve and protect the customers and markets they have, and grow market shares from there. So how best to do that?

We have a number of articles to shed light on the subject and point to some answers. We also have updates from a number of the

companies I am involved in that show the types of innovation being brought to bear on this critical aspect of so many industries. Technologies to engage with prospects, help convert them to customers and help ensure they remain so.

There are also updates from other areas of our portfolio, including a rapidly growing hardware company, a growing firm which just completed a first acquisition, and the commercial real estate and hospitality businesses which continue to evolve, expand and compete. And don't fool yourself, these last two industries are subject to the same customer engagement demands as all others. I am pleased to say that they and all the companies featured are fending very well for themselves, as you will read.

As always, I do hope you enjoy the read as much as I enjoy sharing it with you. Thank you for your continued interest in Wesley Clover and the businesses I am involved in.

Kind Regards,
Terry Matthews, Chairman

Growth Automation: Changing the Nature of Customer Marketing

“Growth automation”. Those not familiar with the term may recognize it better as “Marketing” automation, or as [Wikipedia](#) puts it, “software platforms designed to enable marketing departments and organizations to market more effectively on multiple online channels (e.g., email, social media, websites, etc.) and automate repetitive tasks”. We would prefer to refine that statement simply by adding that growth automation extends beyond initial customer outreach and digital ‘marketing’ to include nurturing, onboarding, support and retention tools and techniques. Automation for full digital customer engagement, over the lifetime of a relationship. And it is bringing significant change to consumer marketing behaviour.

Current Marketing is Broken

The state of customer marketing today is weak for many organizations. Marketing teams spend their efforts optimizing email and ‘push’ notifications about products, services and online stores, while target customers are busy trying to engage on-demand over new channels.

This gap is challenging modern marketers to engage customers in more timely, individualized and ultimately, more meaningful ways. The strategy for attracting, acquiring and retaining customers must evolve, as must the tools and techniques. And that is where growth automation fits



— enabling increased customer lifetime value through intelligent marketing programs that combine individualized special offers, omni-channel engagements and seamless product/service integration.

Customer Lifetime Value

As stated, a fundamental focus of growth automation is the much-coveted higher customer “lifetime value”, or LTV. Unlike much of traditional marketing, this is about acquiring new customers with an eye set on more than the initial purchase. It is about programs that increase the amount each customer spends with the company from first acquisition through to retention and even win-back. This is not a new way to think about customers, but rather a strategy now well proven and exploited by innovative SaaS companies through to bricks-and-mortar coffee stores. The point is, for the rest of the competition, current digital marketing tools do little to help them create programs specifically for increasing customer LTV. And therein lies both need and opportunity.

Intelligent Customer Growth Programs

There was a time when marketers

might be able to think of consumers as one large group, or at worst, a small number of market ‘segments’ (e.g., small-medium-large, or male-female). This is no longer the case. Consumer access to information and choice has expanded dramatically, and so have their (in fact, ‘our’) preferences and expectations as a result. And the competition for our eyes and ears (and ultimately our wallets) has intensified to the point where we are now adept at tuning marketing messages out.

To combat such “promotion blindness”, marketing programs need to evolve, from a stream of broad messages to the creation of individualized experiences. Earlier tools and techniques were limited in their ability to segment customer databases that could make promotions and experiences individually relevant. The promise of new growth automation tools is in the application of technologies such as ‘machine learning’ and ‘AI’. Such technologies design and optimize targeted engagement programs with unique messages, offers, support and more, all based on individual customer records. This targeting enables segmentation down to the individual level.

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L-SPARK Wraps Up a Successful 2017, Gets Busy on a Repeat in 2018



Including the current cohort, a total of 36 companies have now taken advantage of the L-SPARK program, focusing on issues and opportunities in energy consumption, healthcare, cybersecurity, real estate, culinary arts, retail and more.

The Quarter was an eventful one for **L-SPARK**, the Wesley Clover Enterprise SaaS Accelerator. Highlights begin with the successful raising of external funding by one previous and one current portfolio company.

Earlier L-SPARK graduate **Upchain**, maker of supply chain automation SaaS, closed a \$7.4M CAD Series A funding round, led by **OpenText Enterprise Apps Fund** (OTEAF) and **BDC Capital** (BDC). The funds will enable Upchain to expand the solution offering and develop more business opportunities in the US and Europe.

Funding was also secured by current cohort company **Cybeats**, who are focused on 'immune system' software to protect enterprise and critical infrastructure IoT devices against cybersecurity threats. The additional seed round was led by iNovia Capital and included Maple Leaf Angels as well as a number of private investors.

Including the current cohort, a total of 36 companies have now taken advantage of the L-SPARK program, focusing on issues and opportunities in energy consumption, healthcare, cybersecurity, real estate, culinary arts, retail and more. The L-SPARK team has helped these entrepreneurs raise more than \$24M in funding to date, with \$13.6M of that total coming in 2017. The team is working hard to ensure this success continues in 2018.

In other news, results from the second annual SaaS North industry conference which was held in Ottawa at the end of November, 2017 are now in. Organizers saw a 31% year-over-year increase in attendance, with more than 1000 guests in total, some of whom had traveled to the event from as far away as England, France, Germany, India, Ireland, Turkey and Wales. Additional data points of note included:

- More than 70 industry-leading speakers
- Representation from 445 companies

- 42% of attendees identified as company founders or members of the C-suite
- 40% of attendees identified as VPs or managers
- More than 58,000 engagements generated via the show app
- More than 98,000 twitter impressions, 24,000 Facebook visits generated
- 17 additional networking activities held
- 90% of attendees will attend again

Importantly, more than 225 investor-founder meetings were scheduled with representatives from VC and Angel firms including OMERS, Real Ventures, Inovia, Georgian Partners, Arthur Ventures, BDC, Matrix Partners, SaaSr, Point Nine Capital and others. Expectations run high for some positive outcomes from those engagements.

The good news for those who could not or chose not to attend is that the content from this event lives on, online. The **L-SPARK Video Playbook** was launched last year to showcase material from the 2016 event, and the new version will be available soon. That first Playbook proved very popular, generating more than 5 million viewing impressions and reaching more than 1.1 million people to date.

A smaller but just as important initiative to gather the local L-SPARK community together was also launched during the Quarter, with the first annual Holiday Hustle taking place in December at the L-SPARK offices. 180 members of the community attended 7 panel discussions throughout the day, covering topics that included entrepreneurship, investment strategies, scale and growth tactics, innovation and more.

The team is now working to elevate the L-SPARK presence further in Corporate Canada, and help more early-stage companies become sustainable and investible. l-spark.com 

INITLIVE BEGINS SUCCESSFUL MOVE UP-MARKET, WITHOUT IGNORING ROOTS



In addition to deploying some self-serve automation to keep the established transactional business growing with individual event organizers, **InitLive** began executing a new strategic initiative this past Quarter, moving their SaaS for event volunteer and staff management up-market to target Enterprise-level customers. These customers are typically corporate and specialized Event Producers who run 40 to 50 or more events of various shapes and sizes annually. InitLive spent several months refining the product, teams and internal processes to address the expected demands of such new customers,

and the Quarter saw the first rewards for those efforts.

The Quarter ended with record bookings, and an Average Contract Value (ACV) nearly three times greater than previous periods. The user-base for the product increased by 157%, the number of events run using the software increased by 80%, and the product is now deployed and in use in 26 countries! A very impressive initial payback on the strategic investment.

Large new, multi-year deals were secured with event production customers who design and operate, for example, multiple fundraising “Dashes” to support worthy causes, and Festivals to celebrate a variety of community interests. The software was embraced by a major event-support company who provides first aid, medical care

and specialized medical services for events around the globe, as well as a European company that hosts many events of significant size, including the largest technology conference in the world.

The company also renewed contracts with many existing customers during the Quarter, most of whom extended their product commitment to a 3-year term which served to more than double the renewal ACV for the period. The brands represented among these satisfied customers are impressive, including the World Economic Forum, the IEEE, the Omega Dubai Desert Classic Golf Tournament and many others.

This company is on an exciting path to expand its industry and global market share, and we look forward to sharing more success stories throughout 2018. initlive.com 

Wesley Clover Parks Shines Through the Quarter

Community hub Wesley Clover Parks was busy with winter programming over the last months. An early start to snowy weather was a friend to a number of events, while the January thaw was not so kind to others. But there are things beyond control in any endeavour. Here are several of the Quarterly highlights.



CAMP

Formal Campground operations remained closed for the Quarter and the winter, with plans in place to reopen for the 2018 season on or about April 27th. That said, the popular Magic of Lights Christmas light

experience returned to The Parks for the second year — bigger, brighter and better. The drive-through light display was open nightly from November 17th to January 6th, winding through more than 2 kilometers of the Campground roadways, with some early-winter snow providing the ideal backdrop for the festive spirit. More than 25,000 vehicles passed through the gates by the time the display came to an end. And while the final numbers are still being crunched, that amount of community interest and support will translate once again into significant proceeds, all of which will be presented to the event charity of choice again this year, the Ottawa Senators Foundation.

FARM

During the Quarter, The Parks teamed up with the Canadian Wildlife Federation to support their Help the Bats — Bat House Program, which is focused on increasing the survival rates of the endangered Little Brown Bat. Under the new partnership, the Campground now hosts two bat houses specifically designed to enable Little Brown



brown bat



typical bat house

Bats to roost during the spring and have pups over the summer. The belief is the environment maintained at the Parks will be ideal for the survival of these pups locally.

After being nominated by partner firm Gees Bees Honey Company, Wesley Clover Parks was selected by the Canadian Museum of Nature as a finalist in the Large Not-for-Profit Organization category of their 2017 Nature Inspiration Awards. These Awards recognize individuals and organizations for their work in encouraging Canadians to take an interest in natural history, create links with nature and contribute to its preservation.

GATHER

The annual Holidays at The Parks pre-Christmas craft and hospitality day drew more than 1,000 guests this Quarter. The free family-friendly event featured 60 vendors, a photo-with-Santa booth (horse stall actually!), horse-drawn wagon rides, and a chance to visit with some of the Ian Millar School of Horsemanship lesson horses.

Donations of nonperishable food items to benefit the Kanata Food Cupboard were welcomed, and the community again came through in a big way, with 100's of items being collected by the end of the day.

LEARN

During the winter months, the Forest and Nature School continues to schedule and promote outdoor play, as frolicking outside in all weather conditions teaches children that they are resilient. This attitude then transfers into other areas of learning and social development. As Child and Nature Alliance Executive Director Marlene Power stated in her December blog, "Different weather provides different play opportunities that support healthy child development and learning. When we open the door to outdoor play in the winter we give children the opportunity to learn that we don't just engage with a place or a person when things are good or when they're easy." Just something to think about ...

PLAY

Wesley Clover Parks partner the Kanata Nordic Ski Club and their members enjoyed a great start to the cross-country ski season with a snowy December, making frequent use of the groomed trails across the Parks grounds. Unfortunately, the mixed precipitation since then has made for difficult ski and snowshoe conditions, leading to cancelations of both the Pretzel Race and Snow Day events. Another local example of undesirable "climate change"?

RIDE

The Parks created a 2018 wall Calendar as a way to generate some funds to support the construction at the site of the Wesley Clover Parks Retirement Paddock. This reserved area will provide the dedicated horses and ponies of the popular Ian Millar School of Horsemanship at the Parks with the green space and quality care they deserve when they are ready to hang up their bridles and enjoy the golden years. 📍

wesleycloverparks.com



Growth Automation and How it is Changing the Nature of Customer Marketing (continued from Page 3)



Enabling Individualized Special Offers

The ability to segment customer marketing engagements down to the individual level is a dramatic step forward. Full success, however, depends on similar technological advancements in other areas of the business. For example, the Checkout and Billing systems must also keep pace.

Typical online checkout systems today can handle fairly broad “special offers”, such as discount coupons or codes for specific purchases or customer types. However, custom program development is likely required for much innovation or granularity beyond these. That currently leaves the checkout process as one of the few points of customer engagement where physical retail is still outpacing the majority of digital businesses.

Even companies that have built special offer-management platforms are still reliant on email blasts as the main means of promoting special offers, and on making these offers available generally in order to garner the most results. Unfortunately, these typically lead to a marginal spike in revenue, and in some cases can result in cannibalization of revenue from other products or programs. For example, there is little point extending an offer to customers who typically purchase at full price. Similarly, if customers are known to respond favourably only to discounts of 20%, there is little point extending 10% discounts.

The optimum way to make these programs accretive (additive) is to design and enable them on a person-by-person basis. An “ideal world” perhaps, but that is the potential of the latest growth automation – engaging all customers as individuals and presenting the right offers at the right time, maximizing customer lifetime value.

Omni-Channel Engagement

The reality today is the average

customer does not want to assume much responsibility for the way in which they interact with a business (other than the use of appropriate people skills of course). They just expect it to be a smooth and successful interaction, every time. The truth for many businesses, however, is that user experience depends on the communication devices or channels used. In extreme cases, this leads companies to different loyalty programs based on customer device type. The result is fractured engagement, which is inefficient for companies, challenging for marketers, confusing or even off-putting for customers.

Omni-channel engagements ensure that customers have the same experience with marketing programs regardless of device or communication medium. They promote a more positive customer mindset about the company and the products offered, allowing them to choose when and how they interact.

The balance of power is not shifted entirely to the customer however, as the vendor is now equipped with more detail and capabilities to craft the most appropriate offer(s) to maximize returns on the engagement. A strong growth automation strategy and current tools will enable marketers and customer service personnel to create and maintain seamless customer engagements, and this will improve the ROI on the technology and program investments.

Seamless Product Integration

No matter the business, marketing cannot be successful without a deep understanding of how customers will use the product. This remains true, but is harder to capture and maintain, for software businesses where the majority of customer interaction with the product is done ‘virtually’, through ‘free trials’, automated demos or simple browsing

sessions in an online store. In these digital engagements, enabling customers to get a real sense of the product, its features and differentiators, is critical, but it demands that the company also use online chats, support lines, referral services and other outreach tactics in order to understand and optimize the customer journey and the contribution each product touchpoint provides.

Growth automation can be integrated directly into online product experiences, enabling marketers to create programs that are triggered by or are designed to trigger extended user action based on online behaviour, transaction data and more. And these programs can be created without the need for technical or programming help. They put additional power in the hands of the marketer, and help maintain the mutually beneficial relationship between customer and vendor that is so desired in the multi-channel environment of today.

Growth Automation — the Promise and the Potential

The vision for growth automation is the combination of the techniques and advancements described here in an easy-to-use, affordable software platform. Such a solution will allow marketers to engage with customers directly, individually and with more relevance than previously possible. When fully realized and delivered, it will make growth automation the most important set of consumer marketing developments in the last 20 years. We await the revolution eagerly ...

This article was produced by Will Fraser, CEO, SaaSquatch — a Wesley Clover portfolio company.

TUTELA GOING GLOBAL WITH NEW CLIENTS ON 3 CONTINENTS

Portfolio company **Tutela**, the leading mobile network crowd-sourced data company, announced during the Quarter a global partnership with international telecom provider **Telefonica**. The agreement follows the successful collaboration between the two companies in Mexico that was profiled in the previous issue of *Q*, and it applies to the 17 markets in which Telefonica operates. Under the terms of the partnership, Telefonica will be able to use the mobile network quality data and reports gathered by Tutela in these markets from over 100 million mobile devices to benchmark against competitor networks and help improve the mobile quality of experience for Telefonica customers.

Juan Carlos Garcia, Director of Technology and Architecture at Telefonica Group, commented on the agreement; "Following the success in Mexico, we chose to partner with Tutela on a global basis. The Tutela data set is comprehensive, providing network quality measurement data in all our markets in Europe and Latin America. The multi-year agreement gives us a consistent way to analyze and benchmark mobile network

... Telefonica will be able to use the mobile network quality data and reports gathered by Tutela in these markets from over 100 million mobile devices ...

performance across these markets and ensure we are delivering an excellent customer experience globally."

Content Marketing Creates Unprecedented Efficiencies

Smaller companies have found the telecommunications industry a notoriously hard one in which to build successful new sales partnerships, due to what can be lengthy buying cycles and a slower pace at which large players in the industry adopt new technologies and products. New entrants must invest a lot of time and effort to achieve such partnerships, and that can be challenging on limited budgets. As a result, the progress Tutela is making is particularly satisfying. Including the Telefonica partnership, Tutela now has a growing list of telecoms customers on three continents.

And much of the credit for this success lies in the ability of the company to automate large portions of the lead generation and sales processes (i.e., growth automation). In 2017, Tutela launched a global content marketing strategy designed to create awareness in the

telecom market of the key insights and value that the Tutela data provides, and to encourage potential users (customers) to make contact and learn more. Regular market-centric reports are now produced and distributed via targeted outreach, driving audiences to a "Tutela Insights" content portal (<https://insights.tutela.com/>) where they can sign up for email updates each time new content becomes available. The content portal tracks customer engagement and uses an automated 'scoring system' to evaluate visitor behaviour against preset thresholds that will trigger sales team involvement only at the right moment.

This automated outreach was in fact the origin of the Telefonica partnership. "Telecom companies can buy quickly when they find something they need," said Tom Luke, Vice President of Sales at Tutela. "It is a matter of us finding, as efficiently as possible, those customers that are ready to buy. It requires a commitment to prioritize. By taking the time to implement an automated marketing and growth platform, we have been able to create business opportunities across the globe and focus the sales team on the most interested customers, where the chances of a positive outcome are the greatest." And isn't that what it is really all about? tutela.com 

TUTELA

ThinkRF ANNOUNCES COLLABORATION WITH VIAVI SOLUTIONS TO MONITOR EMERGING 5G WIRELESS SPECTRUM

Ottawa-based **ThinkRF** is the leader in software-defined spectrum analysis solutions that allow customers to monitor, detect, and analyze complex waveforms in the rapidly evolving wireless landscape of today. Built on patented technologies, ThinkRF solutions offer versatility and performance in 5G, signal intelligence (SIGINT), technical surveillance

counter measures (TSCM) and regulatory monitoring applications.

During the Quarter, ThinkRF announced a new collaboration with industry leader VIAVI Solutions to help mobile operators, field technicians and wireless equipment providers monitor and test the next generation of wireless spectrum and devices known as 5G. Particularly significant to the partnership is the ability of the ThinkRF product to extend the performance of any current spectrum analysis equipment, regardless of vendor, into the 27-30GHz range; a capability not available by default but required to support the 28GHz frequency band being studied for 5G wireless standards.

ThinkRF also expanded its global presence during the Quarter by opening a new European Headquarters outside of London, U.K. The new facility will provide a base of operations as the company pushes aggressively into new markets in Europe and beyond. ***We will report further on the successes of this expansion in coming issues of Q.*** thinkrf.com 

 **thinkRF**



KRP PROPERTIES DEPLOYS ITS OWN TYPE OF GROWTH AUTOMATION


Given the focus of the parent company, and the fact that the majority of tenants are also technology-based companies, it is not surprising that Wesley Clover commercial property owner and operator **KRP Properties** has often been an early adopter of new technologies to improve operations. And as building technologies keep advancing, KRP continues to follow the developments closely, and become a leader in deploying and leveraging the best to operate the office parks (now 28 buildings) as effectively and efficiently as possible.

Examples where automation has been put in place to provide tenant and landlord benefits include improving occupant comfort by stabilizing office temperatures and humidity levels throughout the four seasons, improving indoor air quality, reducing staff response times and increasing the life expectancy of various building assets.

Working with leading smart-building companies such as [Automated Logic](#) and [Distech](#), and adding artificial intellect (AI) platforms such as [Switch Automation](#) for improved overall operating efficiencies, [FacilityConneX](#) for building system monitoring, [Mango](#) for operating data

visualization and analysis, and [Noveda](#) for water and energy management, KRP facility operations are now monitored in real-time through a set of web-based dashboards available to staff whenever and wherever they need them.

From sophisticated features such as predictive analytics on systems performance to more basic integration of alarm systems across all buildings, employees have more granular control than that provided by traditional Building Management Systems or Building Automation Systems alone. And when an issue does arise in one of the buildings, the control software will initiate a series of self-diagnostic exercises to identify the root cause and the corrective actions required. Often the issue can be addressed in minutes, with no disruption of services or even awareness of the glitch on the part of tenants.

The implementation of these advanced building technologies has provided both financial and environmental returns. For example, building energy consumption has been reduced by an average of 11% at the same time as client requests for climate adjustments have been reduced significantly. And all while building occupancy rates have climbed to very impressive levels. Happy customers, lower operating costs, and a more positive environmental footprint. A powerful combination for any business. And 'growth automation' has proven to be a catalyst. [krpproperties](#) 



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Power Shift — How Customers Are Driving an Evolving Omni-Channel Marketing Strategy



In the Beginning ...

As recently as 25 or so years ago, vendor-customer engagements were relatively straightforward in structure. Most consumer goods and services were sold in person by salespeople, typically involving physical locations which customers had to visit to make a purchase. A central telephone number was most often provided to call if support was required (within defined days and hours as established by the company, of course).

By the mid-1990s, 'info@...' or 'customer-care@...' email addresses were becoming standard, call centers were more technologically advanced and rebranded as "contact centers", and the first versions of customer relationship management (CRM) software were emerging. Within a few more years, virtually every brand had a website providing product or service and support information, and most evolved into online gateways for customers to browse, purchase and communicate with the vendor. The emergence of the smartphone led to the extension of this web experience, with native apps providing an added channel for customers to research and purchase goods and services.

Retailers were the leaders in developing and deploying these new customer engagement experiences. As the options for engagement broadened, the term "omni-channel" engagement emerged, referring to the ability to deliver a consistent customer experience across multiple customer touchpoints (in-store, kiosk, web, mobile, social media, etc.). The transformation required to achieve this level of customer service was not trivial. It impacted online and in-store cataloging, merchandizing, inventory systems, transaction systems, service and support standards and more. However the rewards for the effort were becoming hard to ignore.

The Evolution Was Underway

Momentum around omni-channel engagement was spurred on by reports such as a 2013 study which claimed “companies with the strongest omni-channel customer engagement strategies retained an average of 89% of customers, compared to only 33% for companies with weaker or no omni-channel strategies”.¹

Success came from more than just the ability to provide consistent messaging and product or service availability on more than one channel. It depended on the overall experiences provided to the customer on each of those channels — the balance between automation and human interaction, and the levels of flexibility, choice and service offered, including after-sales service.

By 2015, studies were showing that companies across multiple consumer-facing industries had started implementing these strategies, with 45% indicating they had already begun implementation, and another 29% planning a roll-out within 6 to 12 months.²

Customer Satisfaction Becomes Public

With the arrival of social media and product/service review sites, leading brands also created programs to increase customer satisfaction and loyalty. These initiatives became public channels that appeased and even recaptured disillusioned customers, incited new ones, and helped elevate the company image and reputation. Fast forward to today, and studies suggest that 88% of consumers have come to trust online reviews as much as they do personal recommendations, and that 90% of consumers read online reviews before considering a product or service.³

With this in mind, a key business metric for many organizations today has become the **Net Promoter Score** (NPS), a customer

More than two thirds⁴ of Fortune 1000 companies use NPS in their ongoing brand management activities today, and use omni-channel strategies to keep their large audiences listening, strategically aligned and enjoying a positive customer experience.

satisfaction benchmarking tool that is quite simple in concept. NPS is calculated from customer responses to a single question: On a scale of 1 to 10, with 1 being ‘absolutely not’ and 10 being ‘definitely would’, how likely is it that you would recommend our company/product/service to a friend or colleague? More than two thirds⁴ of Fortune 1000 companies use NPS in their ongoing brand management activities today, and use omni-channel strategies to keep their large audiences listening, strategically aligned and enjoying a positive customer experience.

The Rise of B2C Real-Time Messaging

In all recent omni-channel strategies and benchmarking efforts, the proliferation of customer devices has made mobile interaction not only a defined channel, but an increasingly important one when the further adoption of messaging applications is added to the dynamic. Currently, more than 5 billion people worldwide have monthly subscriptions to messaging apps. Different apps dominate different market segments. Google **WhatsApp** and Facebook **Messenger** users combine to exchange more than 60 billion messages every day, while standard SMS text messaging is used 22 billion times

daily. **WeChat** is the leading messaging app in China, while **LINE** is the leader in Japan and Thailand, and **Telegram** dominates the Middle East.⁵

With this global proliferation and diversity of messaging tools on mobile devices, it is not surprising that recent studies by Dimension Data show as many as 89% of consumers would prefer to connect with a business using their regionally adopted messaging app. They also show that messaging is now 3-8 times more popular as a customer service interface than face-to-face engagement, across all generations surveyed.⁶ Unfortunately, the same reports show that only 48% of businesses are able to comply with these customer preferences.

This shift in preference toward newer forms of vendor engagement is not merely a fad. It is part of a transformation, enabled and driven by new technologies. In fact Gartner Research predicts that by 2020, 85% of all customer engagements will take place without direct human involvement.⁷ This all serves to increase the pressure vendors feel. They must ensure they understand the customer, their preferred technology environment and their preferred means of interaction. While this can be a moving target, as customer expectations only continue to evolve, it is key to formulating the most successful strategies across all channels of customer engagement.

[continued on Page 16](#)

¹ Aberdeen Group, Study on Omni-Channel Engagement, 2013

² Rakuten Marketing and the CMO Club, 2015

³ HubSpot Research, 2016

⁴ The Inventor of Customer Satisfaction Surveys Is Sick of Them, Too, Bloomberg, 2016

⁵ Statista, 2018

⁶ Dimension Data and Twilio Global Consumer Survey, 2016

⁷ Gartner Research Study, 2016



Celtic Manor Resort Opens Luxurious New Cocktail Bar

The **Celtic Manor Resort** launched a new cocktail bar during the Quarter as the latest addition to its five-star facilities. The Mulberry Bar now offers sumptuous surroundings just off the Hotel main lobby and serves a selection of the latest cocktails, wines and craft beers. It even features a gin cart.

The chic new space is perfect for pre-dinner cocktails, celebratory glasses of champagne or night caps, and private areas offer exclusive places for groups of up to 16 people to enjoy a more intimate gathering.

The bar opened in time for the Christmas holidays, and hosted an official launch evening that included cocktails and canapés early in the New Year. VIP guests at that event included Welsh rugby greats Sir Gareth Edwards and Ian Gough, TV personalities Bradley Walsh and Dr. Rhys Jones, former cricketer Mike Powell and former Olympic athlete Jamie Baulch. Looking forward, the facility will be staging a series of masterclasses for guests to try their hand at making the perfect cocktail themselves, and will offer sampling events for those interested in tasting, for example, different varieties of whisky.

Elsewhere at Resort, the new International Convention Centre (ICC) became a more visible presence alongside the M4 motorway during the Quarter, with steel framework and the first sections of roofing being added to the concrete foundations as part of the continuing construction process. Opening in 2019 and hosting up to 5,000 delegates at a time, ICC Wales will be the largest convention facility in Wales and the west of the UK. It will attract international conferences and events, and provide a dramatic stimulus for the tourism, hospitality and services industries throughout the region.

Two events have already been secured for hosting at the new centre a full 18 months ahead of opening! And there is a regular increase in the number of inquiries about the facility as more major associations and

corporations become aware of what it will have to offer. These are early signs of course, but they do point to success. We will keep everyone posted as progress continues. celtic-manor.com



MARTELLO ACCELERATES GROWTH THROUGH MERGER WITH SD-WAN LEADER ELFIQ NETWORKS

Martello achieved another milestone on a continued growth path during the Quarter, executing what was officially called a 'merger' with Montreal-based SD-WAN firm Elfiq Networks. While both companies avoided using the term 'acquisition' when describing the deal, the move does make Elfiq a subsidiary of Martello, and positions the combined company as a market leader in terms of offering enterprise customers a unique, broad level of performance assurance for real-time communications across cloud and corporate networks.

The success Martello has achieved in delivering **performance management SaaS** for unified communications (UC) systems has given the company a clear understanding of the demands real-time services place on networks of all types. By integrating SD-WAN support into the solution set, Martello can now deliver a more complete offering, leveraging bandwidth optimization, link balancing and traffic prioritization to ensure performance certainty for all real-time communications.

The company also made a strategic move in the executive ranks during the Quarter, **announcing** the addition of John Proctor as

the new President and CEO. John was most recently the vice-president of global cybersecurity at **CGI**, and is a cybersecurity expert. He also sits on the ICT advisory board for Government Affairs Canada and on the CATA (Canadian Advanced Technology Alliance) Cyber Council. Former Martello CEO Bruce Linton, who continues to be actively involved in the company as Co-Chairman of the Board of Directors, welcomed the addition of John to the team.

With the Elfiq relationship now formalized, the company is looking at additional businesses for complementary partnerships and as potential acquisition targets. And plans are in place to introduce a broader Unified Communications (UC) solution suite and a subscription based SD-WAN offering called ATLAS before long. Stay tuned for more news on these developments as they solidify. martellotech.com

ELFIQ APPLIANCE SUMMARY	
Value Proposition	Features & Benefits
<ul style="list-style-type: none">Enhances network performance – bandwidth managementProvides business continuity – failoverLeverages simultaneous Internet Service Providers (ISPs)Allows mixing public and private connectivity links – Hybrid WAN and SD-WANAdds network flexibilityDelivers increased throughputOffers seamless Internet failover – Layer 2 installationSmarter path selection	<ul style="list-style-type: none">Less downtime, more uptime, uninterrupted Cloud Access!Carrier Diversity & Savings (ISPs) vs BGP & MPLSPriced competitively for Link portion only vs F5 & Radware product suiteAdvanced Balancing Rules, Traffic Segmentation, QoS and moreAgnostic to any firewallEasy to deploy - Layer 2 installation means faster install, inline device, invisible to attackers, no configuration of gateway / firewallNot a point of failure, LAN Failsafe on all modelsSLA inspector tool.

MARTELLO

Mitel Exceeds Revenue Estimates for the Quarter

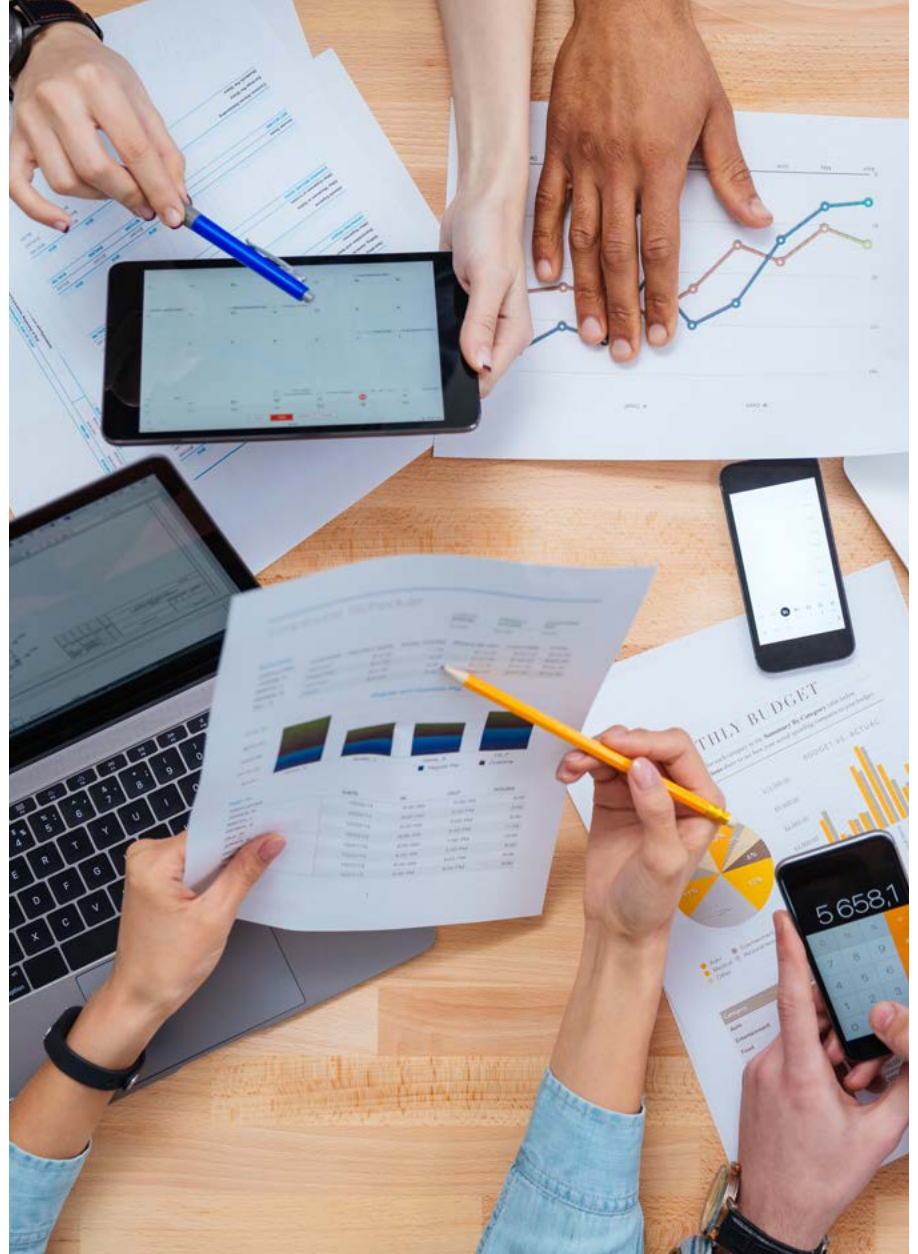
In February, **Mitel®** (Nasdaq:MITL) (TSX: MNW), a global leader in business communications, announced the financial results for the Quarter, ended December 31, 2017.

"Ongoing customer adoption of Mitel cloud solutions, combined with continued solid revenue from our on-site business, enabled us to exceed consensus estimates with revenue of \$356 million for the Quarter," said Rich McBee, Mitel Chief Executive Officer. "In line with our 'move-to-the-cloud' strategy, we ended the year with an installed UCaaS subscriber base in excess of 1.1 million seats, and with UCaaS revenue up 158% from a year ago. MiCloud seats installed via service providers in Europe also crossed the 1-million-seat mark, a positive market indicator that our strategy is gaining traction and speed in Europe as cloud momentum builds globally."

Steve Spooner, Mitel Chief Financial Officer, also commented on the results, adding that "Q4 was our first full quarter following the ShoreTel acquisition. We continued integration actions driving annualized synergies of \$38 million to date. Cash generation was strong, enabling the company to end the year with \$43 million in cash and pay down debt in the quarter. We expect cash generation to further improve as synergy actions taken during the fourth and first quarters also begin taking effect."

Additional highlights included:

- As reported by Synergy Research, Mitel is now the #2 UCaaS global market share leader based on total recurring seats installed. More than 100,000 recurring cloud seats were added during Q4-2017, bringing the total count to 1,126,000.



- A large UK-based retailer and existing Mitel customer migrated to the cloud using MiCloud Flex in a deal with a total contract value of \$3.5 million.
- In January, one Quarter after acquiring ShoreTel, Mitel outlined its integrated portfolio for North America, including a suite of best-of-breed solutions to provide customers maximum investment protection, choice and flexibility while delivering the best path to the cloud.

- Frost and Sullivan recognized Mitel as the 2017 Growth Excellence Leader in the Unified Communications industry in North America. The evaluation places Mitel ahead of Cisco and Microsoft on the basis of customer impact and growth performance.

Further details on these and other developments can be found on the Mitel website. mitel.com



BROOKSTREET HOTEL OPENS A NEW ADDITION

Management at the **Brookstreet Hotel** were pleased to celebrate the opening of expanded conference and meeting facilities at the property during the Quarter. The inaugural event in the new space took place in early January, with more than 500 guests from local realtor Royal LePage enjoying a first-class holiday party.

The new amenities include 11,000 square feet of meeting rooms spread over two floors, with each floor providing an additional large, naturally-lit, outdoor-accessible foyer area for networking and other gatherings. The addition brings the total meeting space available at the hotel to 30,000 square feet, enabling the Brookstreet to market to a broader audience and host larger events and conferences.

The new space was added at the rear of the hotel, facing the Marshes Golf Course. The main 'Newbridge Ballroom' on the upper floor has a capacity of 500 or more people

depending on configuration. The 'Celtic Ballroom' on the ground level can accommodate more than 150 people, again depending on event layout. Two smaller meeting rooms were added to complete the space, as were floor-to-ceiling windows on both floors to overlook the golf course and the accompanying pond – part of the 'challenge' of the 8th hole of the course. The pond is also available to hotel guests in the winter months for ice skating.

Nyle Kelly, Brookstreet General Manager, commented that "The lower foyer is my favourite part of the new project, because of the parties and weddings I can see being hosted there." He continued, "But the business park is also very active. There are more than 500 companies in the Kanata North area — the highest number since 2008-09. As a result, the first three months of 2018 compared to the same period in 2017 show a 22 per cent increase for us in conference and meeting bookings. Per our plan, we are now attracting galas and other events that would have been beyond our capacity before this addition, as well as welcoming back several

others that outgrew us along the way. I am proud to say that there is nothing like this facility here in the west end of Ottawa, if not in the whole city. We are very pleased."

The point at the end of the Mr. Kelly's comment above was in reference to the combination of business and resort aspects the hotel offers, which are a draw for conference organizers and individual guests who want to take advantage of amenities such as golf, swimming (indoor and out) or a spa during their stay. This enables the Brookstreet to not so much compete with hotel properties in the core of the city, but rather attract more of their own specific clientele. Mr. Kelly closed by saying, "In the end, we are all competing for a share of the business and tourism customers that come to stay in the Ottawa region, and those guests need to make a choice between staying downtown, or coming just a bit further out to Kanata to enjoy more of a resort experience. We are the only ones who can offer the latter."

More information can be found at
brookstreethotel.com 



OmniChannel Customer Engagement

(continued from Page 11)

Given the multitude of technologies and channels described previously, the question for businesses remains “How do we implement the most effective omni-channel customer engagement strategy?” The following guidelines offer some answers.

1 Accommodate, Don't Dictate

We have established the reality that brands and vendors can no longer dictate the channels used for customer engagement, nor control the conversations that take place over those channels. Continuing down that path will only push customer sentiment against the brand. For example, in the US, 44% of consumers surveyed in 2016 said they do not feel companies make it easy to contact or do business with them, and 55% report having to use two or more communication channels to get an issue addressed. Consumers place a high value on first-contact issue resolution, and view social media and messaging as an increasingly desirable customer service channel. 77% of consumers in that study said they preferred to use social channels to contact companies as much or more than they did a year earlier.⁸

2 Measure, Respond, Recapture

Another challenge brands face today is ensuring they respond to customer issues or complaints as rapidly as possible. If a customer has a negative experience, there is a short window before many will voice that concern online. They have that power, and will use it if they are allowed to become motivated to do so — if they feel they are not being listened to or cared about as a customer. Studies show that 78% of people who complain to a brand via social media

expect a response within an hour. However, the average response time for a brand to a consumer post via social media is 10 hours. Unfortunately the average customer experience survey is often sent five days later. No surprise then that many of these surveys only yield response rates of 5 to 15%.⁹ They must be more immediate to provide the broad and balanced feedback they are designed for.

Brand image and reputation can be damaged in these situations, having a negative impact on metrics such as the Net

Promoter Score (NPS) described earlier, and on the online ratings and reviews customers so often turn to today when making purchase decisions. A comprehensive omni-channel engagement strategy needs to have dedicated channels for measuring the customer experience in real-time. It should provide a reliable mechanism for customers to express concerns, in the moment. There are a number of tools and techniques to accomplish this, including the use of self-service kiosks, website pop-up surveys, web chat features or in-app feedback collection tools. By



extension, these will also provide avenues for satisfied customers to express their appreciation and elevate online company and product/service ratings.

3 Artificial Intelligence, to Improve but Not Control the Engagement

As use of messaging and other online channels of engagement continues to grow, Chat Bots supported by artificial intelligence (AI) can be an effective and affordable option for managing the volume of interaction brands will likely need to handle. When deployed and managed properly, Chat Bots do not sleep, do not make customers wait, are ideal for collecting customer data during engagements (to be used in personalizing the experience for that customer going forward), and can even build initial relationships with customers.

And despite what one may think, customers appear to like them too. A recent study showed that half of the consumers surveyed would prefer to conduct all customer

service interactions via text/chat/messaging channels, and 44% said they would prefer to use a Chat Bot to do so¹⁰.

However, the use of Chat Bots also creates a level of expectation on the part of customers. The same study showed that 80% expect the Bot to know of all previous interactions or transactions they may have had with the company. They expect the Bot to deliver a full-service experience, with 88% wanting a seamless transition from Bot to live person (who is equipped with all the same customer data) whenever required.

Conclusion

Omni-channel customer engagement has evolved significantly over the past several years, going from a retail buzzword to an industry-wide strategic initiative. The return on investment has been proven so far, but the scope continues to expand in step with customer expectations. The goals of any omni-channel strategy must respect and accommodate this increased power the

customer now wields.

Luckily, the SaaS technology to meet these customer demands does exist today. With the right suppliers and partners, the challenges from a time when omni-channel was limited by legacy systems that didn't interact with each other are much less a barrier to entry. And the power of the customer means companies have little choice. They need omni-channel engagement that includes tools and techniques to acquire, serve, retain and recapture customers proactively, with metrics to help ensure the experience the customer enjoys with the company is truly that — enjoyable. It will keep them talking positively and coming back. ●

This article was produced by James Geneau, V.P. Marketing, Benbria – a Wesley Clover portfolio company

⁸ Northridge Group's "State of Customer Service Experience" Report, 2016

⁹ Adweek and Social Pilot, 2016

¹⁰ Aspect Consumer Experience Index Research - 2016

COUNTERPATH CONTINUES TO GO GLOBAL

According to Global Market Insights, the worldwide market for Unified Communications (UC) infrastructure will reach \$96 billion by 2023, with the Asia Pacific region representing 29% of the opportunity. Vancouver-based **CounterPath** (NASDAQ: CPAH) (TSX: PATH) is a key player in that exploding marketplace, delivering industry-leading UC solutions to small, medium and large businesses. To help leverage the significant growth potential, CounterPath establish new partnership agreements during the Quarter with the following international companies:

- **Telegate**, to deliver Bria Stretto™ subscription services. Telegate is a Sydney, Australia-based provider of hosted PBX technology, and is part of the CommsChoice Group, a global company.

- **Unified Communications Co., Ltd.**, to target small- to medium-sized enterprises in the Japanese market. In 2018, the Japanese SMB cloud services market is expected to be worth at least \$623 million, up from \$499 million in 2015. The user experience enjoyed by consumers of Skype, LINE and other messaging and interactivity applications is creating a demand there for similar experiences in all business communications tools.

- **Soft-Solutions**, to reach new audiences in Australia, New Zealand and Singapore. Soft-Solutions is a leading New Zealand-based telecoms distributor.

- **TaraSpan**, to provide Stretto subscription services across India. TaraSpan is a development and distribution company with headquarters in India and Canada, and has some of the foremost technology companies in the world and some of the most prominent corporations in India on its customer list.

- **Estech Systems Inc.** (ESI), to promote Bria and Stretto as the solution for connecting any communications device to their premise based IP 900 PBX deployments over any network.

These new agreements are meant to ensure the company has deep coverage in international markets as it continues a shift of revenue from a perpetual licensing model to one of subscription services. In support of this strategic move, key updates were also made during the Quarter to the **Channel Partner program** to enable easier onboarding, automated quarterly billing, annual subscription reminders and much more.

Look for a further update on these international efforts in the next issue of Q.
counterpath.com ●



COUNTERPATH

FURTHER INSIGHTS ON GROWTH AUTOMATION FROM ALACRITY GLOBAL

Growth Automation software tools from industry leaders such as [HubSpot](#), [Marketo](#) and others, enable the alignment of company marketing and sales resources and among many things, optimize inbound and outbound communication with the goal of converting contacts into customers. Essentially, they are designed to make marketing smarter.

Smarter marketing enhances customer engagement which in turn enhances the potential for lead conversion. It allows marketing activities to be targeted, even individualized with specific promotions and incentives, as established earlier in this issue. The net effect can be higher lead-closing rates in both direct and indirect sales.

Several companies implemented the software as 'early adopters' and have since disclosed that they did achieve such positive results, including GE Health, Panasonic, Nokia, ClearRisk and Vivonet. However, the technology chasm is being crossed rapidly now, and the market lead for these early converts is closing with it.

According to the [Gartner Hype Cycle 2016 for Digital Marketing & Advertising](#), growth automation technologies can be expected to plateau in less than ten years, meaning they will become standard tools for businesses of all sorts by then. For example, that report characterized SaaS-based applications used to identify leads with a higher probability of purchasing as a solution already at the **Peak of Expectation** in the Hype Cycle, and therefore expected to plateau in 5 years or less. Another example, Data Management Platforms that support customer segmentation for improved targeting and optimization of digital advertising was already at the **Early**

Mainstream state, as was **Personalization Solutions** that apply context about a user to help tailor content designed to maximize conversions. While many companies may be hearing about these terms and tools for the first time, many others are already racing to embrace and exploit them. And as even more join the gold rush, the market size for the tools is expected to grow to more than \$7.0B USD by 2025.

This leveling of the competitive landscape by virtue of tools becoming more ubiquitous will put increased pressure on companies to get their strategies right for use of the technology — for engagement with their specific customers and lead opportunities. The following are three of the challenges to be faced in this regard:

1) Breaking Through the Noise: Maturing of the growth automation market and the increasing use of the technologies will keep crowding the airwaves further with customer outreach. The ability to compete and deliver successful messaging will only become a more coveted skill.

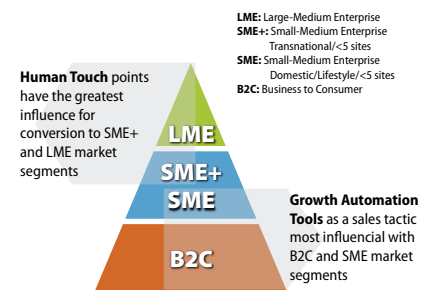
2) Overcoming the "Defenses" Against Growth Automation: As can be expected, customers will not merely sit back and allow themselves to be subjected to this increasing barrage of outreach, well intended as most of it may be. They will turn to counter-measures — tools marketed to help block, filter, minimize the unwanted effects of all but an approved subset of contact. Ad Blockers are one simple measure that are already in broad use, for example.

3) Personalization: Effective personalization remains among the top challenges. Despite advances as noted in this issue, there are still difficulties in determining which channels best serve an audience and how best to tailor creative content for each of those channels. There are also challenges sourcing, normalizing and harvesting audience data for segmentation through these systems.

Vendors are aware of and constantly working on tools and techniques to overcome these and other challenges, looking to technologies such as Artificial Intelligence (AI) to improve their platform performance and help ensure they deliver long-term value. However, these platforms are tools to enhance growth strategies, but they are not a "strategy" in and of itself. The game will not be won by simply trying to "out-automate" the competition.

For many companies, customer engagement at the sales level in particular will remain a relationship business, requiring one-to-one human interaction to consummate deals. When looking to implement a new solution, larger enterprises generally have more complexity and cost/risk factors to consider than smaller enterprises. Larger procurements typically have higher budgets and longer sales cycles, requiring specialized skills or consultants in many cases to facilitate the full decision and deployment process.

In these cases, automation can definitely help vendors get to the direct engagement stage more quickly and efficiently, but at least as far as current technologies can be projected, it cannot secure the deal and many more like it. The need for well-prepared and equipped human resources to deliver personalized customer engagement will remain. However, there is no denying that those resources can be optimized and made more effective when strategically aligned with marketing automation campaigns and tools. ●





MITEL LAYS OUT THE FUTURE OF COLLABORATION AT MITEL NEXT IN MUNICH, GERMANY



Jeremy Butt, S.V.P. Mitel International, welcomed a full house of more than 400 partners, customers, consultants, media and analysts to the sixth annual Mitel Next event recently. The event was held in Munich — the second time it has taken place in Germany — and was hosted by company CEO Rich McBee.

The theme this year was the Future of Collaboration, and featured guests that included customer the Tottenham Hotspur Football Club (which competes in the English Premier League), leading customer experience expert Frog Design, and a special appearance from Mitel Chairman and co-founder Sir Terry Matthews.

"It has been quite a journey," said Terry in his opening remarks. He then took the appreciative audience through the 45-year story of innovation from the company, beginning with the humble (if not slightly legendary now) start as a Canadian importer of silent electric lawnmowers!

The audience also got a peek at innovation under way in the Mitel labs today. It is clear the customer experience

in global business communications is undergoing a revolution. As cloud technology becomes more readily available, consumers increasingly expect a modern, mobile-centric experience. Cloud technology is enabling businesses to be more purposeful and flexible in how they meet these needs — ultimately allowing consumers to interact with their contacts in the most natural method they choose.

World-leading solutions from Mitel provide the avenue for businesses to achieve this next-generation customer experience using on-site, cloud or hybrid platforms. Mitel Next attendees learned how they can provide omni-channel customer experiences that will help businesses gain, nurture and keep customers from start to finish.

When all was said and done, "Mitel Next Munich was a huge success," said Jeremy Butt, speaking after the event. "Many of our partners believe, now more strongly than ever, that they have to be on the Mitel train." Video replay of the event is available for viewing from the Mitel website: [Mitel Next 2018](#). 



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PRINCIPAL COMPANY INDEX

* Featured in this issue of Q

AirVM - airvm.com

Alacrity Canada - alacritycanada.com

Alacrité France - alacrite.fr

Alacrity Global* - alacrityglobal.com

Alacrity India - alacrityindia.com

Alacrity Turkey - alacrityturkey.com

Alacrity UK - alacrityfoundation.co.uk

Benbria* - benbria.com

Brookstreet Hotel* - brookstreethotel.com

Brookstreet Pictures - brookstreetpictures.com

CareerJSM - careerjsm.com

Celtic Manor Resort* - celtic-manor.com

Cliniconex - cliniconex.com

CounterPath* - counterpath.com

CreatorDen - creatorden.com

Echosec - echosec.net

Encepta - encepta.net

Encore Networks - encorenetworks.com

English Ninjas - englishninjas.com

Enjovia - enjovia.com

FileFacets - filefacets.com

Hut Six - hutsix.io

HYAS Infosec - hyas.com

InitLive* - initlive.com

Iven - iven.io

KRP Properties* - krpproperties.com

Learnium - learnium.net

L-SPARK* - l-spark.com

Marshes Golf Club - marshesgolfclub.com

Martello Technologies* - martellotech.com

Mitel* - mitel.com

Mydoma Studio - mydomastudio.com

Persona - personajobs.com

Pisano - pisano.co

Pretio Interactive - pretio.in

ProntoForms - prontoforms.com

SaaSquatch* - saasquatch.com

Segmentify - segmentify.com

Solace - solace.com

Solink - solinkcorp.com

StartSub - startsub.com

Talkative - talkative.uk

TaraSpan - taraspan.com

Teldio - teldio.com

ThinkRF* - thinkrf.com

Tutela* - tutela.com

Twentify - twentify.com

WCS Europe - wcs-europe.com

Wesley Clover Parks* - wesleycloverparks.com

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