

F R O S T & S U L L I V A N

FROST & SULLIVAN BEST PRACTICES AWARD

ENTERPRISE MOBILE FORMS - NORTH AMERICA

New Product Innovation 2019



FROST & SULLIVAN

2019

BEST  
PRACTICES  
AWARD

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## Background and Company Performance

### *The Enterprise Mobile Forms Market*

Mobile digital forms remain a key entry point for companies that want to get started on their digital transformation journey. Traditional “forms” have typically been typed or printed paper documents that are designed to be manually filled out with requested information or feedback. Frost & Sullivan defines a “mobile form” as the digitized version of this, built to function on a mobile device – usually a worker’s smartphone or tablet.

Most companies have paper-based processes that are ripe for transfer to the employee’s mobile device. Mobile – or digital – forms can automate the routing of data between various parties. After being entered on a mobile device, the data is transmitted in near real-time to management, staff, a business’s backend system, etc. for collection, summary, and analysis.

While the cost savings of reduced paperwork is a major reason for businesses to implement mobile forms, Frost & Sullivan points out that clear additional benefits exist. The digital collection of data allows companies to analyze and optimize their work flows. Other positive impacts can include more productive workers, increased information accuracy, strengthened regulatory compliance, and an enriched level of engagement with customers.

Mobile forms can be leveraged to create even more innovative and valuable solutions.

While these adoption drivers are compelling, Frost & Sullivan notes that this is a market that is still evolving. Challenges continue to exist for vendors, and prospective customers are advised to keep these issues in mind as they evaluate potential providers.

Frost & Sullivan independent analysis defines these challenges as:

- **Effectively avoiding commoditization by differentiating against competitors:** Mobile forms providers have been exhibiting certain commonalities, including targeting the same basic type of company (businesses that depend on manual, paper-heavy work processes) and offering the same core set of features and capabilities. As a result, the basic mobile form offering is on a path to commoditization, which typically forces providers to compete largely on price. This can drive down vendor profitability and reduce funds needed for product development, customer support, etc. Innovative leaders will think bigger and find ways to differentiate on something other than price, including expanding beyond the current horizontal-oriented products and creating more targeted and comprehensive solutions and services for high-potential markets.
- **Determining when to incorporate new technologies:** Technology advances provide vendors with opportunities to differentiate in the market and grow sales. Best-in-class providers are continuously searching for and anticipating technologies that can add new value to their offerings. For example, three technologies that offer growth opportunities are the Internet of Things and sensors, machine learning, and 5G networks and devices. The challenge is to accurately anticipate the needs of customers, gauge their willingness to pay, and then adjust product

development roadmaps accordingly.

- **Forging partnerships that expand market reach:** Profitably reaching potential buyers can present a challenge, hence the need for a carefully chosen set of channel partners to complement the provider's own direct sales effort. The right integrator and VAR partners can also fill product capability voids, opening up new product deployment opportunities. Frost & Sullivan believes that the true innovators in this market will properly build an effective ecosystem of partners that fills their geographic and/or product capability gaps.
- **Prioritizing ease of use:** Product design is of utmost importance in this market. Worker resistance to using a new software solution for information collection and/or workflow optimization can stop a digital forms-centric rollout in its tracks. Solutions that are easy to administer and simple to use are two major requirements for deployment success.
- **Maintaining a post-sale relationship with customers:** A high-touch post-sale relationship is viewed as key to satisfying and retaining customers — and to identifying and closing on new, additional sales opportunities. Onboarding assistance, training support, and libraries with informative documents, webinars, and videos are a few ways to stay in touch with customers after the sale. Close post-sale relationships with customers will also enhance the forms product offering itself. Timely customer feedback can result in a better product and new capabilities.

Innovative forms vendors have a clear strategy for addressing these challenges. Leaders in this market are those who are focused on identifying unmet market needs, are partnering with other best-in-class vendors to achieve success, and have established an ongoing and positive relationship with their customer base.

### *New Product Attributes and Customer Impact*

In the enterprise mobile forms market, Frost & Sullivan analysis indicates that Weever Apps has distinguished itself by developing a best-in-class product — Process Manager — that breaks through and addresses a specific industry need in a more direct, comprehensive, and innovative manner. While many other competitors tend to limit their vertical-specific efforts to a selection of superficial wording and formatting revisions, Weever Apps has created a new, comprehensive solution that includes intuitive digital forms at its core and then adds capabilities that directly address the requirements of a large (and growing) business segment.

Key success factors for Weever Apps in the enterprise mobile forms market include the following:

- **Unique solution that meets the critical unmet need for compliance management in highly regulated industries:** The food and drug industries in North America are subject to strict governmental regulations with the objective of ensuring safe practices and products. Unannounced audits are a fact of life, with inspectors having the right to review a company's procedures, products, documents

and data. Unfortunately, many companies rely on paper-based reporting systems to provide this information, and these can prove to be frustrating and inadequate, providing incomplete information, causing expensive delays, and generating costly compliance challenges.

Weever Apps has introduced a software solution, branded as Process Manager, that leverages its forms expertise and is designed to facilitate a high-quality, efficient inspection and auditing process. With digital forms at its core, Process Manager enables automatic collection of information on computer or tablet, management of relevant workflows, and tracking of results and outcomes in real time. The end-results include data that are easy to locate for audits, highly improved analytics, and - if the company is paying attention - more streamlined and optimized work processes.

Frost & Sullivan firmly believes that Weever Apps' contribution in this sector cannot be overstated. Highly regulated companies have to maintain expensive compliance budgets and see no light at the end of the compliance tunnel, with ever-more-complex regulations constantly anticipated. Innovative software tools such as Process Manager provide a means to modernize key processes, create real-time visibility, and generate clear, complete reporting. Other forms vendors offer nothing this robust.

- **Powerful focus on satisfying vertical-specific requirements:** A compliance management software solution that is horizontal in nature is of limited value in today's regulated industries. Responses to the 2018 Frost & Sullivan Mobile Business Solutions Survey indicate that businesses recognize this drawback and have designated vertical-specific expertise as a top selection criterion when evaluating potential mobile business solution partners. Weever Apps has taken a leadership position in this regard, honing in specifically on the Food and Beverage and the Pharmaceutical markets.

Process Manager is compliant with the Canadian Food Inspection Agency (CFIA), the U.S. Food and Drug Administration (FDA), and European Medicines Agency. As a result, businesses can expect strong data security, integrity and visibility.

Weever Apps created Process Manager after its flagship customer, Unilever, requested assistance with compliance management.

Major capabilities of this solution include:

- Creating process templates that are efficiently completed by workers
- Generating real-time alerts if any problem surfaces
- Providing a view of the real-time status of any process
- Creating comprehensive reports for planning purposes and for regulatory audits

- **Recognizing the importance of ease-of-use:** When creating the Process Manager solution, special emphasis was placed on ease-of-use for all participating employees. Weever Apps recognized that data capture is not the core responsibility of these particular workers. As a result, a successful effort was made to keep the data capture process simple and efficient using info boxes, photo capture, automated calculators, and autocomplete lookups.

Specific product features include:

- Process Template Builder
- Form Builder
- Notifications and Visibility
- Data Collection
- Comments and Activity
- Issues Reports
- Live Processes Reports
- Form Reports

Process Manager is also highly configurable, which truly differentiates it from the more standardized forms solutions offered by its other competitors.

- **Partnering to address ERP voids:** Weever Apps recognizes that a number of companies understand the drawback of paper-based compliance management and are instead turning to their ERP systems to track and analyze processes. Unfortunately, ERP systems are not designed to address this specific need. Instead of treating them as competitors, Weever Apps has begun forging partnerships with top-tier ERP vendors and recruiting these vendors to act as both reseller and integrator, adding Process Manager to their ERP solution.
- **Strong credibility in the digital transformation software sector:** Weever Apps was founded in 2011 and is headquartered in Hamilton, Ontario, Canada. The company has moved away from basic mobile form solutions and instead is focusing on more comprehensive software application development and on the automation and optimization of work flows. This evolution in mission and brand identity is being well received by potential investors. The company recently reported that it had raised \$2 million in funding to support its Process Manager solution. Contributors include the Canadian government, MaRS Investment Accelerator, SOFII and GreenSky Capital. The funds will go toward expanding the product's direct sales team.
- **Prioritizing solution affordability and value:** In addition to the direct ROI benefits of improved compliance management — reduced paperwork, decreased penalties — Weever Apps also promotes affordability with its monthly per-site licensing fees (paid annually). This helps the provider stay highly price competitive, especially with large enterprises that may have hundreds of staff and, as a result,

find per-seat pricing too expensive to consider. Depending on the circumstances, Weever Apps may also offer product bundling and reduced introductory pricing.

- **Comprehensive post-sale enterprise support:** Strong post-sales support to customers can provide a number of significant benefits both to the customer and to the solution provider.

These benefits include:

- Reducing churn: Unaddressed implementation difficulties can result in the customer churning out. Providers must stay in touch and make sure that customers are satisfied and that the solution sticks.
- Improving the product: Customer feedback can result in better offerings.
- Increasing revenues: Post-sale contact can unearth additional sales opportunities and use cases.
- Expanding the customer base: A large percentage of new Weever Apps sales come from referrals from satisfied customers.

For 2018, Weever Apps enjoyed a 0% churn rate. The company offers support via a support portal at [support.weeverapps.com](http://support.weeverapps.com). Customers can issue technical support tickets, or get in touch with their quality or customer success contacts as needed. The company continues to grow its Knowledge Base, where customers can find answers to common questions. A selection of product forums also exists, giving customers the opportunity to provide feedback on features and needed improvements.

In summary, Frost & Sullivan applauds the way that Weever Apps has expertly leveraged a long list of success factors to achieve noteworthy product innovation in the enterprise mobile forms market.

## *Conclusion*

The enterprise mobile forms market is in transition, with leading vendors looking for ways to differentiate, innovate, and expand beyond the basic forms product that has served them so well during the past decade.

Weever Apps has listened to its customers, recognized the potential of its forms expertise in the compliance management software sector, and created Process Manager - an affordable, comprehensive, and innovative way to help key industries with one of the biggest challenges they face.

With its strong overall performance, Weever Apps has earned the 2019 Frost & Sullivan New Product Innovation Award.

## Significance of New Product Innovation

Ultimately, growth in any organization depends on continually introducing new products to the market and successfully commercializing those products. For these dual goals to occur, a company must be best in class in three key areas: understanding demand, nurturing the brand, and differentiating from the competition.



## Understanding New Product Innovation

Innovation is about finding a productive outlet for creativity—for consistently translating ideas into high-quality products that have a profound impact on the customer.



## Key Benchmarking Criteria

For the New Product Innovation Award, Frost & Sullivan analysts independently evaluated 2 key factors—New Product Attributes and Customer Impact—according to the criteria identified below.

### New Product Attributes

- Criterion 1: Match to Needs
- Criterion 2: Reliability
- Criterion 3: Quality
- Criterion 4: Positioning
- Criterion 5: Design

### Customer Impact

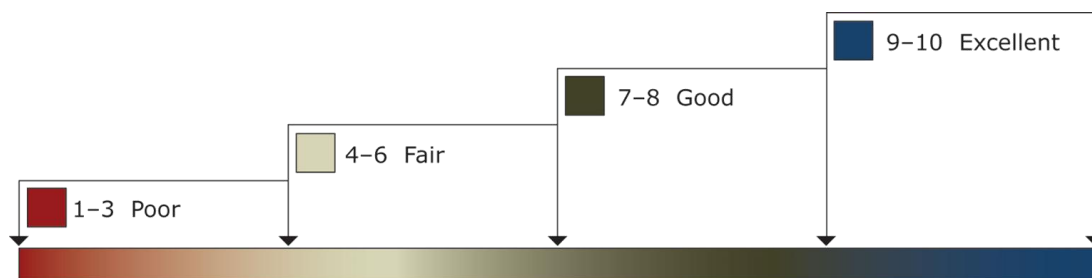
- Criterion 1: Price/Performance Value
- Criterion 2: Customer Purchase Experience
- Criterion 3: Customer Ownership Experience
- Criterion 4: Customer Service Experience
- Criterion 5: Brand Equity

## Best Practices Award Analysis for Weever Apps

### Decision Support Scorecard

To support its evaluation of best practices across multiple business performance categories, Frost & Sullivan employs a customized Decision Support Scorecard. This tool allows research and consulting teams to objectively analyze performance according to the key benchmarking criteria listed in the previous section, and to assign ratings on that basis. The tool follows a 10-point scale that allows for nuances in performance evaluation. Ratings guidelines are illustrated below.

#### RATINGS GUIDELINES



The Decision Support Scorecard considers New Product Attributes and Customer Impact (i.e., the overarching categories for all 10 benchmarking criteria; the definitions for each criterion are provided beneath the scorecard). The research team confirms the veracity of this weighted scorecard through sensitivity analysis, which confirms that small changes to the ratings for a specific criterion do not lead to a significant change in the overall relative rankings of the companies.

The results of this analysis are shown below. To remain unbiased and to protect the interests of all organizations reviewed, Frost & Sullivan has chosen to refer to the other key participants as Competitor 2 and Competitor 3.

<i>Measurement of 1-10 (1 = poor; 10 = excellent)</i>			
<b>New Product Innovation</b>	New Product Attributes	Customer Impact	Average Rating
<b>Weever Apps</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
Competitor 2	6.5	5.5	6.0
Competitor 3	4.0	4.0	4.0

### *New Product Attributes*

#### **Criterion 1: Match to Needs**

Requirement: Customer needs directly influence and inspire the product’s design and positioning.

#### **Criterion 2: Reliability**

Requirement: The product consistently meets or exceeds customer expectations for consistent performance during its entire life cycle.

#### **Criterion 3: Quality**

Requirement: Product offers best-in-class quality, with a full complement of features and functionalities.

#### **Criterion 4: Positioning**

Requirement: The product serves a unique, unmet need that competitors cannot easily replicate.

#### **Criterion 5: Design**

Requirement: The product features an innovative design, enhancing both visual appeal and ease of use.

### *Customer Impact*

#### **Criterion 1: Price/Performance Value**

Requirement: Products or services offer the best value for the price, compared to similar offerings in the market.

#### **Criterion 2: Customer Purchase Experience**

Requirement: Customers feel they are buying the optimal solution that addresses both their unique needs and their unique constraints.

#### **Criterion 3: Customer Ownership Experience**

Requirement: Customers are proud to own the company’s product or service and have a positive experience throughout the life of the product or service.



## Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices

Frost & Sullivan analysts follow a 10-step process to evaluate Award candidates and assess their fit with select best practices criteria. The reputation and integrity of the Awards are based on close adherence to this process.

STEP	OBJECTIVE	KEY ACTIVITIES	OUTPUT
1 <b>Monitor, target, and screen</b>	Identify Award recipient candidates from around the world	<ul style="list-style-type: none"> <li>• Conduct in-depth industry research</li> <li>• Identify emerging industries</li> <li>• Scan multiple regions</li> </ul>	Pipeline of candidates that potentially meet all best practices criteria
2 <b>Perform 360-degree research</b>	Perform comprehensive, 360-degree research on all candidates in the pipeline	<ul style="list-style-type: none"> <li>• Interview thought leaders and industry practitioners</li> <li>• Assess candidates' fit with best practices criteria</li> <li>• Rank all candidates</li> </ul>	Matrix positioning of all candidates' performance relative to one another
3 <b>Invite thought leadership in best practices</b>	Perform in-depth examination of all candidates	<ul style="list-style-type: none"> <li>• Confirm best practices criteria</li> <li>• Examine eligibility of all candidates</li> <li>• Identify any information gaps</li> </ul>	Detailed profiles of all ranked candidates
4 <b>Initiate research director review</b>	Conduct an unbiased evaluation of all candidate profiles	<ul style="list-style-type: none"> <li>• Brainstorm ranking options</li> <li>• Invite multiple perspectives on candidates' performance</li> <li>• Update candidate profiles</li> </ul>	Final prioritization of all eligible candidates and companion best practices positioning paper
5 <b>Assemble panel of industry experts</b>	Present findings to an expert panel of industry thought leaders	<ul style="list-style-type: none"> <li>• Share findings</li> <li>• Strengthen cases for candidate eligibility</li> <li>• Prioritize candidates</li> </ul>	Refined list of prioritized Award candidates
6 <b>Conduct global industry review</b>	Build consensus on Award candidates' eligibility	<ul style="list-style-type: none"> <li>• Hold global team meeting to review all candidates</li> <li>• Pressure-test fit with criteria</li> <li>• Confirm inclusion of all eligible candidates</li> </ul>	Final list of eligible Award candidates, representing success stories worldwide
7 <b>Perform quality check</b>	Develop official Award consideration materials	<ul style="list-style-type: none"> <li>• Perform final performance benchmarking activities</li> <li>• Write nominations</li> <li>• Perform quality review</li> </ul>	High-quality, accurate, and creative presentation of nominees' successes
8 <b>Reconnect with panel of industry experts</b>	Finalize the selection of the best practices Award recipient	<ul style="list-style-type: none"> <li>• Review analysis with panel</li> <li>• Build consensus</li> <li>• Select recipient</li> </ul>	Decision on which company performs best against all best practices criteria
9 <b>Communicate recognition</b>	Inform Award recipient of recognition	<ul style="list-style-type: none"> <li>• Present Award to the CEO</li> <li>• Inspire the organization for continued success</li> <li>• Celebrate the recipient's performance</li> </ul>	Announcement of Award and plan for how recipient can use the Award to enhance the brand
10 <b>Take strategic action</b>	Upon licensing, company is able to share Award news with stakeholders and customers	<ul style="list-style-type: none"> <li>• Coordinate media outreach</li> <li>• Design a marketing plan</li> <li>• Assess Award's role in strategic planning</li> </ul>	Widespread awareness of recipient's Award status among investors, media personnel, and employees

## The Intersection between 360-Degree Research and Best Practices Awards

### Research Methodology

Frost & Sullivan's 360-degree research methodology represents the analytical rigor of the research process. It offers a 360-degree view of industry challenges, trends, and issues by integrating all 7 of Frost & Sullivan's research methodologies. Too often companies make important growth decisions based on a narrow understanding of their environment, resulting in errors of both omission and commission. Successful growth strategies are founded on a thorough understanding of market, technical, economic, financial, customer, best practices, and demographic analyses. The integration of these research disciplines into the 360-degree research methodology provides an evaluation platform for benchmarking industry participants and for identifying those performing at best-in-class levels.

### 360-DEGREE RESEARCH: SEEING ORDER IN THE CHAOS



## About Frost & Sullivan

Frost & Sullivan, the Growth Partnership Company, helps clients accelerate growth and achieve best-in-class positions in growth, innovation, and leadership. The company's Growth Partnership Service provides the CEO and the CEO's growth team with disciplined research and best practices models to drive the generation, evaluation, and implementation of powerful growth strategies. Frost & Sullivan leverages nearly 60 years of experience in partnering with Global 1000 companies, emerging businesses, and the investment community from 45 offices on 6 continents. To join Frost & Sullivan's Growth Partnership, visit <http://www.frost.com>.