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2020 BEST PRACTICES AWARD

Webalo®

2020 GLOBAL
INDUSTRIAL AND ENERGY CONNECTED
FRONTLINE WORKFORCE PLATFORMS
## CUSTOMER VALUE LEADERSHIP AWARD

Contents

Background and Company Performance
Industry Challenges

The global industrial and energy markets are facing four major challenges: a shift toward de-carbonization, de-centralization, digitalization, and the implementation of new business models (Exhibit 1).

Exhibit 1: Challenges Facing the Global Industrial and Energy Markets
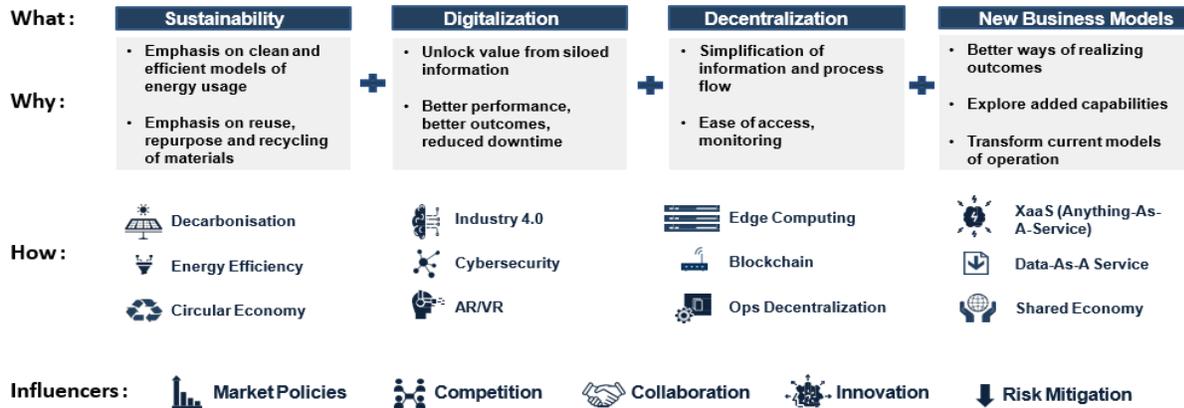
Source : Frost & Sullivan analysis

The impetus to increase digital resilience and drive enterprise-wide profitability has become a novel puzzle that organizations quickly want to solve. To that end, the rise of digital technologies such as cloud computing, artificial intelligence, and the Internet of Things (IoT) in recent years is undeniably accelerating digital transformation initiatives across the industrial and energy markets. Enterprises driving digital transformation initiatives focus on accelerating process automation, asset optimization, and OT-IT integration to drive profit margins and a proactive approach to market risks. Nevertheless, critical facets such as the frontline workforce and related workflow optimization processes tend to be overlooked.

According to Frost & Sullivan, enterprises tend to limit the boundaries of digitalization to assets and associated processes, not recognizing the time-to-value that can be achieved by integrating a connected digital frontline workforce. Such misplaced shortsightedness blocks the totality of benefits that can be achieved. On the opposite spectrum, most frontline workforce solution value propositions focus on providing connectivity and workflow scheduling to the frontline worker, missing out on the capture of related processes. As a result, digital transformation concerning frontline workforce productivity remains lower than its full potential.

Addressing this multi-faceted yet increasingly important aspect is more critical now than ever. The COVID-19 pandemic, which brought much global industrial manufacturing to a halt due to frontline workforce safety concerns, made enterprises question their lack of focus toward inherent frontline workforce digitalization initiatives. Digital solution providers also questioned their lack of end-to-end frontline workforce digital productivity solutions. The pandemic has spurred the need for an enterprise-wide and connected frontline worker platform solution to capture the intricate and complex relationships between assets, business processes, and the enterprise to drive profitability. According to Frost & Sullivan, a

successful solution will enhance risk preparedness and performance foresight while providing the enterprise-wide digital agility required to confront future industrial and energy market frontline workforce challenges.

Customer Impact and Business Impact of Webalo

About Webalo

Headquartered in Los Angeles, California, Webalo® is a leading global provider of platform-based digital solutions for the industrial and energy market's frontline workforce. Since its establishment, Webalo has been a leading proponent of the frontline workforce's digitalization. Webalo's core value proposition is its no-code connected frontline worker software platform which seamlessly digitizes tasks, integrates the frontline workforce with plant operations, and enables real-time frontline workforce operational visibility across all areas of a plant. With its total focus on increasing global frontline workforce safety, process optimization, and scheduling digitalization, Webalo accelerates time-to-business value.

The company enables an efficient digital environment for frontline workers by interconnecting operational processes across an enterprise to drive informed decision making and thus increase the frontline workforce's agility. Webalo can be deployed on-premise or through the cloud, natively to Android or iOS operating systems, and to browser-based laptops and large-screen displays. Webalo has a global customer footprint and operates across seven different verticals, including energy, oil and gas, food and beverage, manufacturing, mining and transportation, supply chain, and healthcare.

Unmatched Value Through and Through

Frontline workers play an unambiguous role in ensuring business process continuity across the last-mile value chain. Yet, the digital enablement they receive tends to be within the realm of conventional digital boundaries (i.e., connectivity and task digitalization). As a result, the holistic benefits of digitalization are mitigated. Frost & Sullivan notes this trend needs to shift more so now than ever.

The present-day requirements of the frontline workforce primarily consist of:
1. The need for an integrated digital solution in which tasks can be digitally allotted and workflows can be scheduled in tandem with ongoing plant operations in real time.

2. The need for a seamless digital UI interface in which workflows can be easily assigned and monitored.

3. The need for inbuilt and custom application development with which a particular plant function can be tracked.

4. The need for safe, digital connectivity-driven applications that are compatible with desktop, cloud, and hand-held device operating systems.

5. The need for multiple data sources and processes that can be driven bi-directionally between the frontline worker and operations.
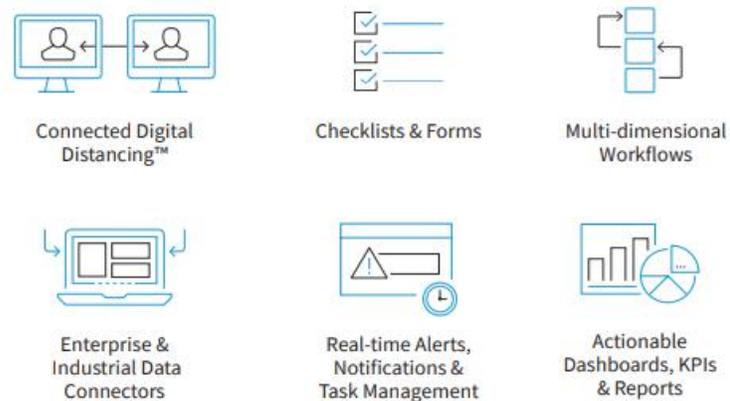
To address the aforementioned needs, Webalo carefully planned, designed, and developed its no-code connected frontline worker platform for the industrial and energy markets.

 "We Accelerate Growth"

With Webalo, frontline workers are exposed to a holistic set of digital features which breathes fresh air into an otherwise conventional industry. Specifically, Webalo's enterprise-grade platform digitizes paper-based workflows, integrates plant operations with the activity of frontline workers, and enables the co-creation of new applications without any programming involved.

Webalo's proprietary Connected Digital Distancing™ (CDD) technology provides unmatched value to its clients by assisting them with business continuity objectives, a particularly critical capability during the COVID-19 pandemic. CDD is a game-changing technology that continues to aid Webalo's clients in accomplishing frontline workflow continuity in desperate times.

CDD's key capabilities (refer to Exhibit 2) include:

Exhibit 2: Capabilities of Webalo's Connected Digital Distancing™

Connected Digital Distancing™   Checklists & Forms   Multi-dimensional Workflows

Enterprise & Industrial Data Connectors   Real-time Alerts, Notifications & Task Management   Actionable Dashboards, KPIs & Reports

1. ***Connected Digital Distancing-*** Offers end-to-end connectivity between plant operations and frontline workers without compromising safety and social distancing practices. Frontline workers can access workflows via their mobile applications, and managers can track their progress in real time.

2. ***Checklists and Forms-*** Digitalization of manual checklists, forms and standard operating procedures, enabling efficient workflow processes for the frontline workforce. Examples include maintenance work orders, quality inspections, regulatory inspections, and equipment inspections.

3. ***Multi-Dimensional Workflows-*** Digital automation of processes and workflows, enabling frontline workers, teams, shifts, departments, plants and/or field operations, together with associated systems and infrastructure, to interoperate seamlessly across the enterprise

4. ***Enterprise and Industrial Data Connectors-*** A standout feature, Webalo is compatible with leading enterprise and industrial software solutions from global vendors such as IBM, Oracle, Microsoft, SAP, Salesforce, AVEVA, GE, OSIsoft, Rockwell Automation, and Siemens.

5. **Real-time Alerts, Notifications, and Task Management-** Multi-platform support for real-time alerts and notifications, including mobile, cloud, and desktop support. In addition, CDD provides real-time monitoring of frontline workforce task management.

6. **Actionable Dashboards, KPIs, and Reports-** Post-harmonization of collected data, Webalo provides actionable visualization dashboards to monitor key performance indicators (KPIs) and develop reports. Example use cases include asset management, equipment performance tracking, production schedules, and facility/plant/production line status.

Best-in-Class Platform Experience for Clients

Frost & Sullivan's industrial and energy research spans over five decades, and its syndicated global research expertise and industry interaction are packed with customer feedback highlighting the need for a fluid platform experience. By taking individual client needs into account, vendors will develop trust and long-lasting client relationships. Stakeholder feedback collected by Frost & Sullivan places Webalo's user interface/user experience (UI/UX) far superior to its competition. The platform interfaces with existing top-of-the-line industrial software solutions (refer to Exhibit 3) to enhance asset performance management and operations optimization by facilitating two-way communication between frontline workers and industrial software users. The best practices example highlighted below sheds additional light on this powerful feature. Moreover, the platform offers the flexibility to create customizable workflows when interconnecting frontline worker operations and business processes. As a result, clients receive a holistic platform experience that informs decision-making and accelerates time-to-action, leading to proven business value.

Best Practices Example

Webalo stands out for its support of asset maintenance and optimization strategies for industrial and energy companies. Workflow automation and mobilizing the tasks and activities of the engineering and maintenance teams is a critical requirement, yet the digital transformation of this part of the frontline workforce is a prime example of where workforce productivity remains lower than its full potential, because the Enterprise Asset Management (EAM) platforms have not directly addressed the mobile needs of the workforce.

Webalo's enterprise and industrial data connectors to the EAM platforms, such as Infor, Maximo, Oracle and SAP, together with its multi-dimensional workflows, mobilizes maintenance requests, work orders and standard operating procedures, orchestrates the workflow steps with notifications and task management, enabling all jobs to be allocated executed and closed directly through the mobile devices of the workforce, without the need to manage paper or log-in and interact with multiple back-end systems from legacy desktop devices. Webalo provides detailed reporting of all the key data points that are captured during the mobile process, including user information, work order status, and time and process variables from the mobile device. Webalo also supports more complex analysis techniques, such as Failure Mode & Effects Analysis (FMEA), a common industry analysis technique used in power generation plants for example, where Webalo can record a model of asset risk across an entire plant. Webalo can connect to numerous data sources for visualization support, helping frontline workers contextualize data, and the platform's

integration with native cloud, mobile and enterprise systems add further value in this regard. By providing customizability, safety, and digital tools to the frontline workforce, Webalo generates best-in-class outcomes that accelerate time-to-value and assure exceptional enterprise operations performance.

Superior Client Satisfaction

Webalo ensures superior client satisfaction through its structured on-boarding process and partnership pathways. As a Webalo partner, industrial software solution providers or unique digital solution providers catering to the industrial and energy markets can integrate Webalo to enable frontline workforce digitalization.

As a Webalo partner, a provider can build highly customizable and mobile native apps that expand the customer's footprint and improve frontline workforce efficiency. Webalo provides sales, marketing, technology, and developer support, including a website, cloud account, training, and demo support during practice building. As a testament to the platform's efficacy, several of Webalo's clients have relayed positive feedback regarding the solution's ability to support informed decision making, disseminate KPIs, enable real-time performance improvements, and accelerate time-to-value.

Frost & Sullivan observes that Webalo is a truly distinctive digital platform that offers uncompromising value for money. Consequently, Webalo's global industrial and energy client footprint continues to expand, with clients including companies from the Fortune 500 and 200. Notable customers include Coca-Cola, Keurig Dr. Pepper, GE Power, The New York Power Authority, and the United Kingdom's National Health Service.

Frost & Sullivan firmly believes Webalo provides a visionary and uncompromising digital value proposition that will supremely benefit industrial and energy frontline workforces by providing much-needed last-mile digital agility. Moreover, the platform directly assists in the training, engagement, and retention of the frontline workforce due to its unique digital capabilities, thus garnering exceptional client satisfaction.

Providing a Distinctive Customer Purchase Experience

Webalo provides three distinctive purchase offerings for industrial and energy clients:

- ***Webalo StartNow!™ -*** Enables companies to digitize checklists, forms, standard operating procedures, and any approval forms free of charge.

- ***Webalo Workforce™ -*** In addition to the features of Webalo StartNow!, Webalo Workforce offers advanced reporting capabilities and support for larger frontline workforce teams.

- ***Webalo Enterprise™ -*** Webalo Enterprise is a complete enterprise offering that supports multi-dimensional workflow automation accelerated by the company's unique CDD technology. Furthermore, Webalo Enterprise offers integration and bi-directional support for a wide range of enterprise and industrial data connectors (refer to Exhibit 3).

Exhibit 3: Enterprise and Industrial Software Provider Data Connectors Supported by Webalo

Encouraging Citizen Development

Webalo enables the ideal platform for citizen development with its no-code app generation environment. For example, Webalo provides a Workflow Designer, an application with which frontline workforce teams can visually model, design, and generate workflows. Following the Business Process Model and Notation (BPMN) 2.0 standard, its components include the design of user tasks, start events, completion events, workflow variables, and groups to monitor and track frontline workforce teams. Moreover, the application provides a point-and-click interface whereby the user can map workflow components to Webalo forms and data connectors seamlessly. To bring generated workflows to life, Webalo integrates the Workflow Engine, a robust software engine that manages the control of workflows across an enterprise. In addition, Webalo's Workflow Datastore records and stores every workflow action for future analysis and audit. Due to the inclusion of subject matter experts in the design process, such features result in the creation of accurate multi-dimensional workflow applications and deployment acceleration, another standout feature of Webalo. With its unparalleled industry expertise, powerful add-on features, and distinctive citizen development offering, Webalo is creating a strong demand in a contested space. Overall, Webalo's proven track record speaks volumes about its growth trajectory while its unwavering commitment to innovations such as citizen development highlights the company's ability to accelerate frontline workforce digitalization.

Brand Equity

Webalo's brand equity has seen a steady rise over the years. Webalo's no-code differentiation and robust enterprise and industrial data connectivity add value to the software platform. As a result, leading industrial and energy market incumbents are choosing Webalo to accelerate the digitalization of their frontline workforce. The performance track record of clients leveraging Webalo is exceptional, leading to significant efficiency gains in operations optimization. According to Frost & Sullivan's team of industrial and energy practice experts, clients with a strong emphasis on enterprise-wide frontline operations optimization must partner with Webalo to leverage its full stack of no-code application generation, bi-directional industrial and enterprise data connectivity, and multi-dimensional workflows. Consequently, customers will realize long-term efficiency benefits and increase profit margins. Frost & Sullivan rates Webalo as a distinctive digital platform provider as its capability to deliver digital transformation and co-create applications is far higher than its competition.

Conclusion

As industrial and energy markets continue the shift away from steady-state, profit-driven operations to demand-driven, outcome-based operations, there is a need for dynamic enterprise-wide operations and digital agility. Webalo's software platform for the frontline workforce truly differentiates itself from the rest due to its no-code approach. A true innovator, Webalo allows customers to digitize and digitalize existing workflows for their frontline workforce efficiently. Moreover, the company creates additional value by enabling citizen development and connected digital distancing.

For its iron-clad value proposition, all-inclusive platform with best-in-class features, close relationships with customers and the market, and a strong overall position, Webalo earns Frost & Sullivan's 2020 Customer Value Leadership award in the global connected frontline workforce platforms for the industrial and energy industry.

Significance of Customer Value Leadership

Ultimately, growth in any organization depends on customers purchasing from a company and then making the decision to return time and again. Satisfying customers is the cornerstone of any successful growth strategy. To achieve this, an organization must be best in class in 3 key areas: understanding demand, nurturing the brand, and differentiating from the competition.

Understanding Customer Value Leadership

Customer Value Leadership is defined and measured by 2 macro-level categories: Customer Impact and Business Impact. These two sides work together to make customers feel valued and confident in their products' quality and performance. This dual satisfaction translates into repeat purchases and a lifetime of customer value.

Key Benchmarking Criteria

For the Customer Value Leadership Award, Frost & Sullivan analysts independently evaluated Customer Impact and Business Impact according to the criteria identified below.

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

Business Impact

    Criterion 1: Financial Performance
    Criterion 2: Customer Acquisition
    Criterion 3: Operational Efficiency
    Criterion 4: Growth Potential
    Criterion 5: Human Capital

Best Practices Award Analysis for Webalo

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
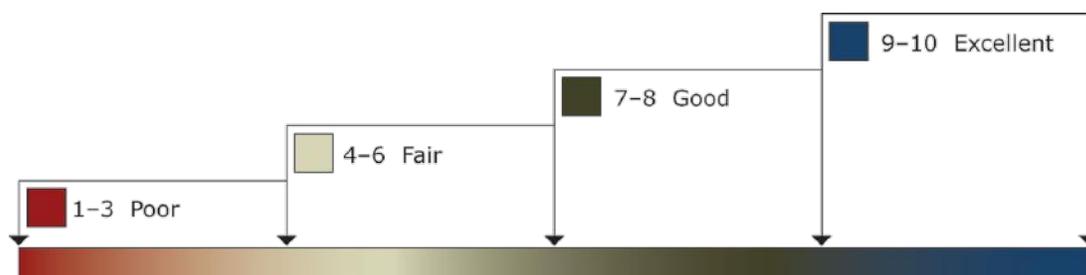
The Decision Support Scorecard considers Customer Impact and Business Impact (i.e., the overarching categories for all 10 benchmarking criteria; the definitions for each criterion are provided beneath the scorecard). The research team confirms the veracity of this weighted scorecard through sensitivity 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 1 and Competitor 2.

Measurement of 1–10 (1 = poor; 10 = excellent)			
Customer Value Leadership	Customer Impact	Business Impact	**Average Rating**
Webalo	**10**	**10**	**10**
Competitor 1	9.5	9.5	9.25
Competitor 2	9	9	9

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.

Criterion 4: Customer Service Experience
Requirement: Customer service is accessible, fast, stress-free, and of high quality.

Criterion 5: Brand Equity
Requirement: Customers have a positive view of the brand and exhibit high brand loyalty.

Business Impact

Criterion 1: Financial Performance
Requirement: Overall financial performance is strong in terms of revenue, revenue growth, operating margin, and other key financial metrics.

Criterion 2: Customer Acquisition
Requirement: Customer-facing processes support the efficient and consistent acquisition of new customers, even as it enhances retention of current customers.

Criterion 3: Operational Efficiency
Requirement: Staff is able to perform assigned tasks productively, quickly, and to a high-quality standard.

Criterion 4: Growth Potential
Requirements: Customer focus strengthens brand, reinforces customer loyalty, and enhances growth potential.

Criterion 5: Human Capital

Requirement: Company culture is characterized by a strong commitment to quality and customers, which in turn enhances employee morale and retention.

Decision Support Matrix

Once all companies have been evaluated according to the Decision Support Scorecard, analysts then position the candidates on the matrix shown below, enabling them to visualize which companies are truly breakthrough and which ones are not yet operating at best-in-class levels.
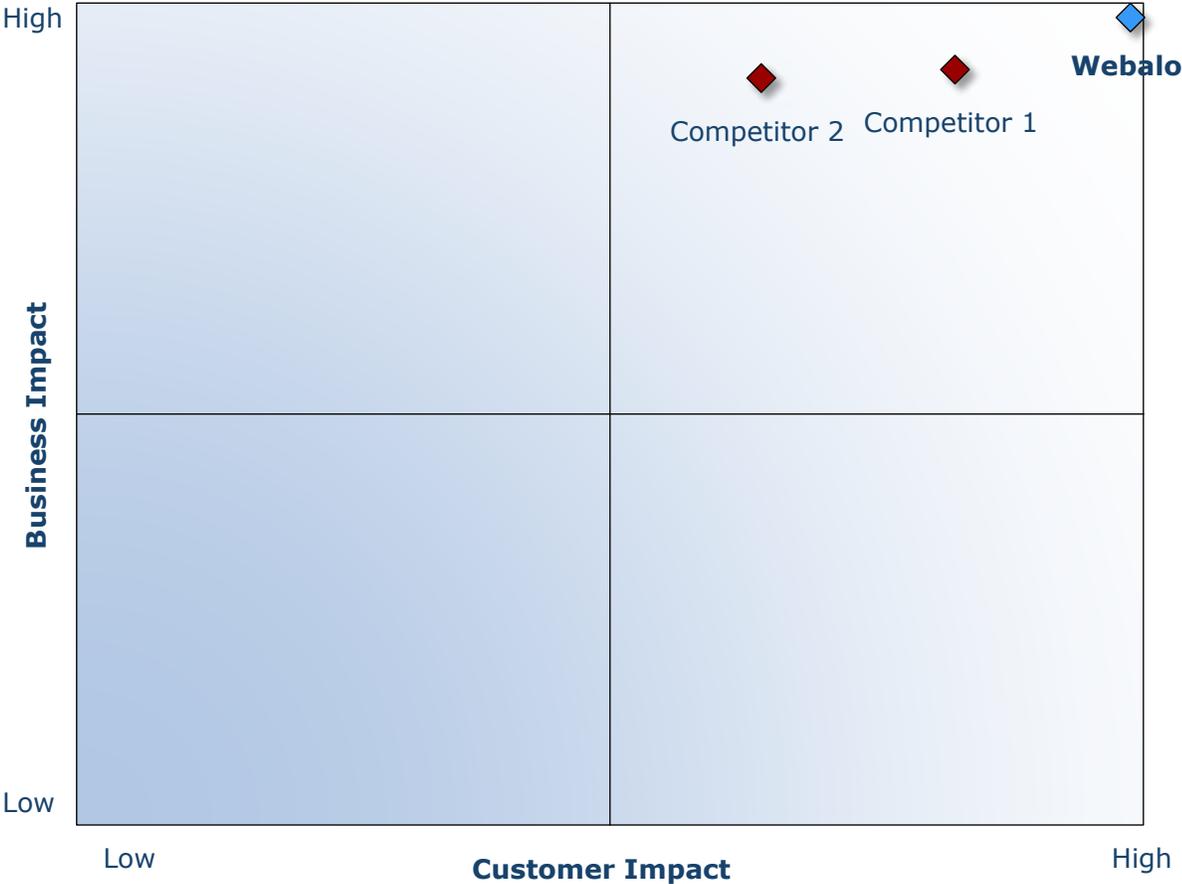
Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices

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	**Monitor, target, and screen**	Identify award recipient candidates from around the world	• Conduct in-depth industry research • Identify emerging industries • Scan multiple regions	Pipeline of candidates that potentially meet all best practices criteria
2	**Perform 360-degree research**	Perform comprehensive, 360-degree research on all candidates in the pipeline	• Interview thought leaders and industry practitioners • Assess candidates' fit with best practices criteria • Rank all candidates	Matrix positioning of all candidates' performance relative to one another
3	**Invite thought leadership in best practices**	Perform in-depth examination of all candidates	• Confirm best practices criteria • Examine eligibility of all candidates • Identify any information gaps	Detailed profiles of all ranked candidates
4	**Initiate research director review**	Conduct an unbiased evaluation of all candidate profiles	• Brainstorm ranking options • Invite multiple perspectives on candidates' performance • Update candidate profiles	Final prioritization of all eligible candidates and companion best practices positioning paper
5	**Assemble panel of industry experts**	Present findings to an expert panel of industry thought leaders	• Share findings • Strengthen cases for candidate eligibility • Prioritize candidates	Refined list of prioritized award candidates
6	**Conduct global industry review**	Build consensus on award candidates' eligibility	• Hold global team meeting to review all candidates • Pressure-test fit with criteria • Confirm inclusion of all eligible candidates	Final list of eligible award candidates, representing success stories worldwide
7	**Perform quality check**	Develop official award consideration materials	• Perform final performance benchmarking activities • Write nominations • Perform quality review	High-quality, accurate, and creative presentation of nominees' successes
8	**Reconnect with panel of industry experts**	Finalize the selection of the best practices award recipient	• Review analysis with panel • Build consensus • Select recipient	Decision on which company performs best against all best practices criteria
9	**Communicate recognition**	Inform award recipient of award recognition	• Announce award to the CEO • Inspire the organization for continued success • Celebrate the recipient's performance	Announcement of award and plan for how recipient can use the award to enhance the brand
10	**Take strategic action**	Upon licensing, company is able to share award news with stakeholders and customers	• Coordinate media outreach • Design a marketing plan • Assess award's role in strategic planning	Widespread awareness of recipient's award status among investors, media personnel, and employees

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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.