



# **Intelex Sets Out Four Strategies To Enable Superior EHSQ Performance**

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This report is one in a series on technology vendors and helps EHS decision-makers to better understand the evolution of the EHS software market. To learn more about the recent progress and future plans of Intelex – one of the largest vendors in the market with 1,300 customers – Verdantix attended their annual customer event and met with the executive leadership team. We heard that the vendor has balanced its 2017 focus on collaboration with new strategic initiatives for process excellence, engagement of frontline workers and analytical tools which provide foresight into EHS risks and performance. The new strategy reflects the input and experience of a significantly expanded team covering strategy, marketing and product development. Intelex plans to execute the four-pronged strategy with investments in platform capabilities, new application functionality, EHSQ content, information assurance and scalable cloud deployment. The updated strategy is a smart move in a maturing market where customers need to lock in the value of their investments.

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## **ORGANIZATIONS MENTIONED**

ABB, Appleby, Bimbo Bakeries, Devon Energy, Ecocion, Equifax, European Union, Facebook, FedEx, Global Reporting Initiative, HarbourVest, Honeywell, Intelex, JMI Equity, KONE, Microsoft, TapRoot, Verisk 3E.

## Intelex Sets Out Four Strategies to Enable Superior EHSQ Performance

Since the investment in Intelex by JMI Equity and HarbourVest in August 2015, the EHSQ software vendor has strengthened its position as one of the leading vendors in the market (see Verdantix Green Quadrant EHS Software 2017). To get an update on the firm's recent progress and future plans, Verdantix attended the Intelex annual customer event and spoke with long-standing executives, CEO Mark Jaine and Chief Strategy Officer, Elie Mouzon as well as four executives who have joined the team in the last 12 months: Chief Commercial Officer Steve Johnson, Chief Marketing Officer Vinay Nair, Chief Product Officer Jack Noppé and Director for Product Marketing Lino Gentile. The Intelex leadership team believe that a focus on four strategic initiatives will help customers achieve superior performance. From 2018 onwards Intelex will help their customers to improve:

- **Process excellence with more than 100 EHSQ workflows.**

For the last five years, Intelex has pursued a product strategy with an explicit aim to technology-enable as many EHSQ processes as possible. The vendor now offers more than 100 pre-built workflows out of the box. In addition to the pre-configured workflows, customers like ABB, Devon Energy and FedEx use the Intelex app builder to configure forms, menu drop downs and workflows to meet their unique requirements. The focus on the number of out-of-the-box workflows is a key success factor in today's market where the top ten EHS software vendors compete on breadth of functionality.

- **Engagement of frontline workers with EHSQ content, mobile and wearables.**

Increasing usage of EHSQ software by frontline workers outside the core EHS and quality teams is essential to deliver the full value of the system. To make this happen, Intelex has developed a content-driven user experience which pushes content to users of the software as well as embedding content like emissions factors and exposure limits into the 100 different workflows. Intelex has also improved the offline capability of its mobile apps. Eighty-four per cent of the 55,000 employees at Finnish escalator and elevator manufacturer KONE use the mobile app at least once a month. The new Intelex partnership with Honeywell aims to engage frontline workers with internet-connected industrial wearables.

- **Collaboration internally and externally to implement best practice.**

After conducting research with their customers on collaboration preferences, Intelex has developed a structured set of collaboration initiatives which give customers control over what information they share, when and with whom. For instance, a customer may share benchmark data on facility-level safety engagement internally but only disclose best practice insights externally to other members of the EHSQ Alliance. To date, 25,000 individuals and 5,085 firms have joined the EHSQ Alliance community. This approach to collaboration gets the balance right between the desire of safety professionals to share advice and the IT, legal and resourcing hurdles that hinder the sharing of EHS performance data.

- **Foresight into potential risks with analytics and leading indicators.**

Mindful of the lack of data scientists in their customer base, Intelex have intelligently used the term 'foresight' to describe their initiative to deliver analytical insights into EHSQ data. The safety engagement score developed by Intelex and embedded in the software demonstrates this customer-centric approach to value delivery. The heavy analytical lifting behind the index is invisible to customers. Instead of getting artificial intelligence, customers get a safety engagement score which helps them identify which facilities have low engagement with safety initiatives, which facilities have a higher probability of a significant incident and recommendations on which aspects of safety management need to be strengthened. Ultimately customers will pay for better safety outcomes not better predictive analytics tools.

## **Intelex's Product Strategy Reflects A Customer-Informed Approach To Value Delivery**

Intelex has shaped its approach to helping EHSQ customers achieve their goals with a focus on four strategic initiatives: process excellence, engagement, collaboration and foresight. To deliver on this framework, the software vendor is making investments in:

- **Platform capabilities that enhance usability and lower integration costs.**

The quality of a software application's underlying product architecture is difficult for EHS managers to assess in a procurement process. Witness the Verdantix Green Quadrant methodology which applies 67 criteria to assess platform capabilities. To ensure its platform continues to deliver, Intelex is investing in pre-built integration with tools like Microsoft's PowerBI product and TapRoot, and mobile enhancements such as single sign on and finger print log in. The biggest usability enhancement is the provision of context-relevant content into customer workflows. For example, the app now delivers tips to reduce Days Away Restricted or Transferred (DART) rates alongside a monthly DART rate performance chart.

- **New application functionality which fills in gaps and enhances existing features.**

Whilst Intelex already has one of the broadest EHSQ software platforms available, new customer needs continue to surface. Recent releases of new functionality are for permit to work, process hazard analysis, case and absence management, and refrigerant management. Intelex specifically highlighted its plans to invest in new features for industrial hygiene, crisis management, emergency response and business continuity. These investments will enable Intelex to compete more successfully in the emerging market for operational risk management software (see Verdantix Tech Roadmap Operational Risk Technologies).

- **EHSQ content which speeds up time to value and engagement.**

In the last 12 months, Intelex has hired a senior team with experience in EHS trade journals, research and content development. This team is responsible for developing EHSQ community content for the 'Bulletin' application which serves up content to users with a relevance engine and helps them make better informed decisions – thereby increasing the quality of the Intelex user experience. Intelex is also either developing or finding partners for application-specific content. Examples include exposure limit guidance from Verisk 3E for occupational health and the Global Reporting Initiative framework for sustainability.

- **Information assurance and security that keep corporate IT happy.**

Whether it is the massive Equifax data breach, Facebook data privacy failings or the hack and disclosure of client tax documents from Appleby's law firm, it's clear to EHS leaders that whilst they can't guarantee data security they need to work with a vendor who reduces the risk of cyber-security and IT compliance failures. To this end, Intelex is setting out to lead the EHS software market with ISO 27001 certification for Intelex offices as well as Service Organization Control (SOC) 2 auditing for the hosting environment. The software vendor has already invested heavily to ensure that data collection, storage and processing complies with the EU's General Data Protection Regulation (GDPR).

- **Cloud deployment to ensure scalability for global customers.**

Intelex has 1,300 customers, the software processes 35 million user transactions per month generated by 4 million active users of whom approximately 1 million are mobile users. To support this large, globally-distributed user base and ensure future scalability of the cloud platform, Intelex has selected Microsoft Azure as their global data centre hosting provider. Microsoft Azure has a sophisticated approach to resolve hosted software issues such as business continuity, GDPR compliance and legal liability for data security in countries like China and Germany.

## The Focus On Value Delivery Over Rapid Innovation Is In Tune With Customer Needs

The recently expanded InteleX product, marketing and strategy team has shaped a strategy with a primary focus on delivering value to customers where previously the focus was more centred on technology innovation and EHSQ data sharing. This gets the balance right as:

- **Core enterprise and mid-market customers want value first.**

Whilst InteleX has won large enterprise clients such as ABB and Bimbo Bakeries, the majority of its customers have revenues below \$5 billion – and possibly below \$1 billion given contracts may be with business units and not parent firms. EHS buyers in mid-market firms are not technically sophisticated. The trigger to buy software is typically the technical death of a Lotus Notes system or dissatisfaction with a small vendor they currently work with. It is virtually never the result of a grandiose EHS technology strategy. So articulating the future of InteleX's market engagement around four customer success strategies will help clarify how the software delivers value – and that is the primary focus of these software buyers (see Verdantix The Business Case For EHS Software).

- **EHSQ buyers speak EHSQ performance not AI, IoT and Industry 4.0.**

In addition to the shift in strategy, InteleX has also better aligned product marketing with the customer mindset. The number of computer science majors in EHS roles is very low. Despite this, many vendors have peddled an IT message to non-technical buyers. The decision of the InteleX marketing team to play down IT terminology and make customer value messages loud and clear will win over target buyers. Marketing the value of a 'safety engagement score' with *sotto voce* references to artificial intelligence and machine learning will be far more effective than trying to hammer home messages about the nefarious 'Internet of Things' and the world-changing impact of 'Industry 4.0'.

- **Benefits from several years of rapid innovation need to be locked in.**

Since the August 2015 investment of \$123 million by JMI Equity and HarbourVest, InteleX has hired 150 employees, brought on board an additional 300 customers and delivered a broad range of technology innovations spanning mobile apps, new EHSQ workflows, context-specific content and beefed up analytics (see Verdantix InteleX EHSQ Product Strategy Targets The Value Of Collaboration). In addition, InteleX acquired oil and gas EHS software vendor Ecocion in June 2016. InteleX has sensibly decided to stabilize the software platform before embarking on another innovation streak. Customers who have heavily configured their InteleX deployments with the app builder tool also recognize that they need to slow down the pace of change, simplify some processes and instead focus on accruing value.

- **Customers want to control their EHS data and how they collaborate.**

In 2017 InteleX announced an ambitious EHSQ collaboration initiative. The ultimate objective was for firms to share EHSQ performance data with each other. In the 2017 Verdantix survey of 382 EHS decision-makers, whilst 63% stated that sharing data would help them improve their own EHS performance, 80% believed that sharing anonymized data posed a risk to their business (see Verdantix Global EHS Leaders Survey: Budgets, Priorities & Tech Preferences). Reflecting the desire to share and the concerns about sharing, it made sense for InteleX to revise their collaboration strategy. By giving customers control over what data they share and putting less emphasis on an ineluctable march towards sharing large volumes of confidential EHS performance data, InteleX will build trust and the EHSQ Alliance initiative will gain momentum.

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