

GrayMatter Systems

Initial Thoughts and Roadmap to Outsourced OT

Conclusions

- Defined brand proposition that aligns with vision to disrupt - "transforming operations, empowering people"
- Service offering will include: automation controls, brilliant operations, 24/7 monitoring and digital transformation consulting
- Vision to disrupt the Operational Technology (OT) space, following the IT model, leading GrayMatter to offer Outsourced OT
- Outsourcing OT will allow companies in the Food & Beverage/CPG, Life Sciences, Diversified Industrials, Process, and Critical Infrastructure markets to focus on product quality, product innovation, efficiency and more, by simplifying their focus, moving assets off the balance sheet, and freeing up capital to invest in innovation
- The vision won't be achieved for 3-5 years and the challenge is to ready our customers and the market for this type of offering
- Need to position GrayMatter as a "main automation partner" -- more than an SI (projects not partnerships) and different than an Accenture (IT focused, not OT obsessed)

Marketing Challenges

1. Perception of GrayMatter Systems as a “GE Channel Partner” among enterprise clients
2. Lack of awareness that GrayMatter can drive digital transformation in OT
3. 24/7 support offering is minimized to industrial cyber offering
4. Lack of market receptivity to “outsourced OT” offering - in concept and from GrayMatter

Goal: Create market receptivity for new concept offering (Outsourced OT) over 3-5 years.

Build up an ideal customer base.

By selling 24/7 monitoring.

Strengthen perception of GrayMatter as an automation partner

Capture demand for digital transformation.

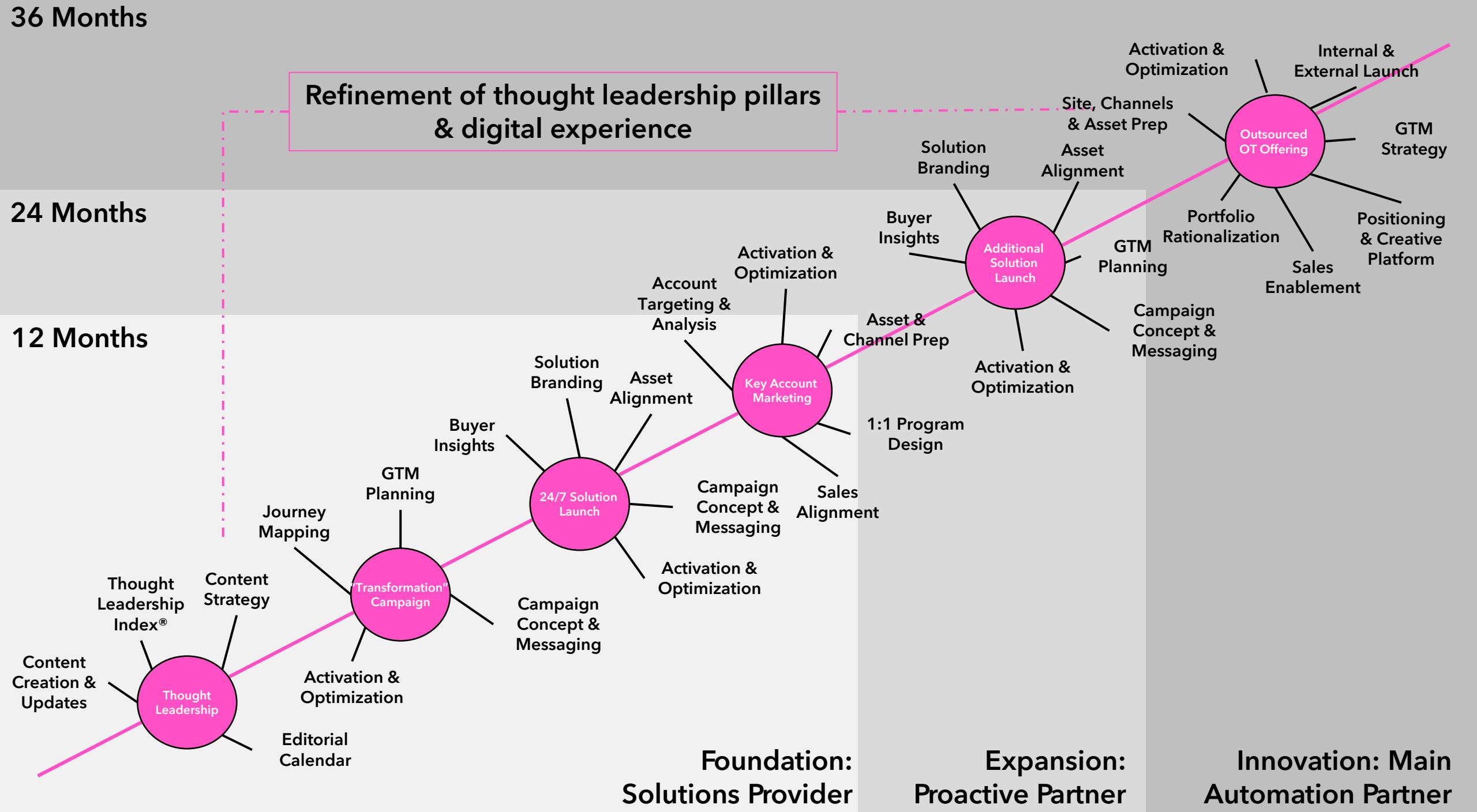
Prime the market.

Build market demand for the new concept.

Goal: Create market receptivity for new concept offering (Outsourced OT) over 3-5 years.

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Business Objective	Achieved By	Marketing Priorities	Marketing Goals
Build up ideal customer base (24/7 monitoring offering)	Generate upsell / cross sell growth within customer base	Create an upsell / cross sell focused ABM campaign to increase opportunity pipeline	Generate \$X in upsell/cross-sell pipeline.
	Acquire select net-new customers	Activate market with effective demand campaigns that generate opportunities proactively	Drive \$X in net new pipeline.
Strengthen perception of GrayMatter as a "main automation partner"	Create perception of GM as digital transformation partner	Establish a brand campaign that builds differentiation and preference against established competitive set	Drive brand awareness and perception.
Prime the market.	Educate market on benefit of Outsourced OT	Develop community through thought leadership content for GMED personas Support ongoing incremental innovation leading to Outsourced OT Create ongoing client engagement initiatives (TBD)	Improve thought leadership position TLI®



Next Steps

- **Refine program**
- **Draft investment summary for initial phase**
- **TLI intake**
- **Review and execute MSA**