

# Industry Tech Outlook

*Insight On Emerging Technology*

APRIL 2021

FLEET  
EDITION



Keith Shipp  
President & CEO of PLM

**PLM**  
CUSTOMIZED COLD  
SUPPLY CHAIN SOLUTIONS



[www.industry-techoutlook.com](http://www.industry-techoutlook.com)

# The Practices in Fleet Management Have Changed Over Time

In recent years, fleet management has developed into a multibillion-euro market. More significantly, the fleet management industry is expanding and becoming increasingly strategic in the field of mobility. Despite the fact that the fleet industry has been around for a long time, modern technology has improved its performance. Fleet management tools may assist businesses in coordinating their fleets in order to minimize prices, improve services, and reduce vehicle risks.

To flatten the curve at the start of the COVID-19 pandemic, almost everybody needed to adapt to a remote working area. Despite the fact that fleet managers are accustomed to their staff being decentralized, remote work posed a challenge.

Many organizations will continue to use remote fleet control as the pandemic progresses, and even when it is over. The most efficient way to centrally control the fleet is to ensure that you have real-time insight across all operations. Many fleet managers have chosen to use fleet management tools to keep track of fleet data in real time and communicate with their staff. About the fact that budgets are tight, the importance of software is especially noticeable in a remote area.

Commercial fleet management trends for 2021 are expected to pave the way for new technologies in asset monitoring, operating performance, driver safety, and even the types of vehicles used by fleet drivers.



## Industry Tech Outlook

*Insight On Emerging Technology*

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# C O V E R S T O R Y



Keith Shipp  
President & CEO of PLM

# PLM

## CUSTOMIZED COLD SUPPLY CHAIN SOLUTIONS

Customized solutions for seamless fleet lifecycle management are hard to find today especially when customers need it the most. New Jersey-based PLM Fleet offers customized lease plans designed with their customer in mind and an on-site, full-service maintenance program with a dedicated team to schedule preventative maintenance for their customers. “We come to your location for scheduled maintenance procedures, reducing down-time of units and also offer 24/7 emergency breakdown repair services,” says Keith Shipp, President & CEO of PLM, who has been with the company since 2011 and has been a leader in the industry for two decades. “PLM has over 30 nationwide branch locations offering the largest variety of refrigerated trailers, from 28-53’ in length with a variety of options. Our rental fleet is available daily, weekly, or monthly for any needs.”

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**“ PLM has over 30 nationwide branch locations offering the largest variety of refrigerated trailers, from 28-53' in length with a variety of options. Our rental fleet is available daily, weekly, or monthly for any needs ”**

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It is pertinent to mention that PLM offers risk-free leases for customers, they can walk away at the end of the lease term, and PLM will take the unit back. Additionally, we can dispose of our customer's trailers through our extensive remarketing program, eliminating disposal time and cost.

subsidiary. PLM introduced ColdLink® in 2006, a web-based management tool providing 2-way GPS tracking that enables its customers to gain real-time availability into its fleet and has expanded its offering to temperature tracking control and robust reporting analytics. In 2019, PLM Fleet LLC was



## **PERSONALIZED LIFECYCLE MANAGEMENT**

“PLM is the food safety expert. Our consultants are industry experts on understanding food safety regulations and helping customers meet government requirements to become compliant,” says Shipp. “With today’s changing industry, PLM offers online, contactless training courses available on-demand for driver training to meet FSMA requirements, last mile, and industry best practices.”

PLM has been in the transportation industry for almost 50 years, founded in 1972 as a syndicate equipment leasing company for rail, ships, trailers, containers, and aircraft. In 2000, PLM was purchased by Marubeni Corporation out of Tokyo and integrated its operations into a container leasing

formed due to a 50% partnership between Marubeni Corporation and Mizuho Leasing. Today, PLM Fleet is the largest technology-driven fleet management company dedicated exclusively to the leasing, rental, maintenance and management of refrigerated trailers. PLM focuses on creating flexible and customer-specific refrigerated solutions to reduce costs and risk from fleet operations saving our customers time and money. “PLM does not offer a one-size-fits-all solution. Our solutions are customized to meet our customers’ needs. Using our industry knowledge, we design a personalized lifecycle fleet management plan structured around our customers’ needs,” adds Shipp.



PLM team members take a consultative approach to analyze their customer's fleet through consumption-based models. "Using their fleet analytics, we design a program that meets their needs and makes optimal use of the asset. PLM uses data-driven solutions to analyze our customers' fleet data against our benchmarked data of 12,000 assets," says Shipp. "Comparing fleet data allows us to recommend industry best practices and use predictive analytics from maintenance and telematics data to best understand when the right time is to service and replace parts." PLM can identify areas of cost savings and productivity by comparing your data against industry standards for managed replacement, operational savings, and leasing benefits analyzed through these models:

- Optimal Cost Analysis
- Lease vs. Ownership Analysis
- Disposition
- On-Site Maintenance
- ColdLink® Telematics
- Electric Standby

"PLM's customized fleet plan includes full-service on-site maintenance plans, the largest refrigerated rental fleet to manage peak season and emergency needs, build times and full visibility and traceability of your fleet through the MyPLM portal."

For instance, a customer wanted to evaluate its fleet's optimal lifecycle based on usage, maintenance spend, lease payments, and warranties. By analyzing historic maintenance events on the customer's fleet and benchmarking it against PLM's fleet of over 12,000 assets, they were able to determine the Transport Refrigeration Unit (TRU) cost per hour based on the age and consumption of the trailer. An optimal replacement window was calculated to ensure the most efficient replacement cycle. Through this analysis, the customer would cycle through their fleet and avoid the first round of major repairs, reducing downtime and keeping their fleet optimized. PLM identified potential savings of over 12% of the current cost when the plan is fully implemented.

For the days to come, PLM continues to focus on the challenges that their customers face. With ever-changing industry regulations, it is becoming more apparent that customers need to track their products in the supply chain. PLM has introduced PLM TrustLink™, a complete, connected end-to-end solution, that gives visibility of your product throughout the entire ecosystem for traceability, transparency, and trust. Additionally, PLM offers an alternative energy solution in transportation by introducing a zero-emission TRU to meet the needs of our growing customers' focus on clean technology and reducing their carbon footprint. PLM is an approved dealer of the California Clean Air Off-Road Equipment program and has worked with lease customers to reserve almost \$6 million of vouchers to bring zero-emission TRUs into California fleet operations. "PLM continues to strive to put our customers' needs first," Shipp added. "We will be expanding our footprint of rental locations very soon to increase our customer reach." **ITO**

# 6 Key Considerations for Developing Technology Solutions to Support Organizational Knowledge Sharing

Sydney May, PHR Master's Candidate in Learning, Organizational Change

When I first thought about knowledge sharing, my mind jumped to traditional onboarding and training programs. The classroom-style powerpoint presentation where the teacher sends the message to the student. As I dug a little deeper, I started to uncover some of the less obvious ways knowledge is shared; observation of non-verbal cues, scrolling through old conversations in an organization's intranet, listening to stories of more tenured teammates. As our organizations and interactions become increasingly (or even primarily) supported by technology, it's important to consider how our digital workplace technology (DWT) can facilitate knowledge sharing and learning. For the purpose of this article, you can think of DWT as organization's digital social collaboration tools such as Webex Teams, Slack, Sharepoint, etc.

Below I will reflect on my top 6 key considerations for leading the design and use of DWT solutions for organizational knowledge creation, sharing, and learning.

*From a full-scale organizational perspective*

## **1. Knowledge sharing is everyone's responsibility**

Is knowledge sharing the responsibility of the sender or the receiver? The individual or the organization? Without a clear conclusion, leaders must consider how every level of the organization contributes to the collective knowledge. Leaders may start with a more formal approach, setting the strategy and identifying the team(s) and tools to execute. The more informal aspects of the organization must also be considered,



such as how the culture may facilitate or inhibit the type of communication and collaboration that fosters knowledge transfer. Managers will need to encourage and celebrate learning and sharing, while also embodying the behaviors they want to see in their team. At the individual level, employees should be coached to reflect on what they've learned and encouraged to share with others. In the absence of an explicit step-by-step guide, it's crucial to embed mutual responsibility for knowledge sharing in every level of the organization.

## **2. Develop your business case using affordances, not features**

On the surface level, it can be simple to evaluate the effectiveness of a DWT by its features, like the ability to search or send a message. To truly understand DWT as a business driver, I encourage practitioners to see beyond the features and focus on what the technology affords the user to do that is unique. The affordance perspective is the approach to evaluating



the relationship between a digital tool and the person using it (Treem & Leonardi, 2012). For example, DWT affords users the ability to search, review, and interact with content, in its original form, beyond the time of the initial post, which is known as persistence (Treem & Leonardi, 2012). In practice, this means a new employee can learn by simply reviewing a conversation had between teammates in Webex Teams or a project manager can review previous project iterations archived in Sharepoint. Assessing how an individual interacts with the technology is a much more strategic approach than focusing on features.

### **3. Make the most out of social tools**

In a society that is increasingly moving towards web-based interactions and remote work, DWT will become even more important across organizations. Whether you're working with an already existing platform or rolling out a new one, there are a few simple ways to capitalize on social tools. It's important to remember that not everyone knows how to use the DWT and how they'll benefit from interacting with the tool. Defining the purpose, strengthening the social awareness, communicating the rules of conduct, and leading by example are practical ways to ensure the organization is getting the most out of digital social tools (Leonardi & Neeley, 2017).

*From a small team/community perspective*

### **4. Start by building empathy for the user**

Regardless of the design you're trying to create, start by intimately understanding the experience of the user. Consider what they'll be doing, thinking, and feeling throughout the process. In a fast-paced and results driven environment, it's enticing to jump straight to a solution. When you start with a solution, you run the risk of designing a program that doesn't

actually solve the problem. Building empathy for the user will enable you to solve for the highs and lows a person may experience. Keep in mind, the value of your design will be determined by the people who are affected by it.

### **5. No two communities or networks are the same**

When managing an online community, it's crucial to remember that no two communities or networks are the same. Start by understanding the goals of the group to identify the most productive ways to interact. If the goal of the group is to engage regularly to learn and advance a shared practice, consider formalizing a community of practice (Wenger, 2010). If the group prefers to interact in a more informal and less structured way, think about best practices for engaging networks. With the goal in mind, in addition to the empathy for the user you've already built, explore various design models, such as "working out loud", liberating structures, or crowdsourcing and idea management (Desai et al., 2020). Each community or network is special in their own unique way; the fun part is designing ways for participants to engage and learn together.

### **6. Create the conditions that motivate people to share**

Have you ever considered why you scroll through some digital communities as an observer and what motivates you to post and share in others? When designing digital communities, there are four key motivational considerations; the nature of the online community, the characteristics and desires of the individuals, the level of commitment of the group, and the quality requirements of the platform (Sun et al., 2014). With these in mind, think about how you might create an environment that motivates "lurkers" to share. A great place to start is by modeling the behavior you want to see from others. **ITO**

# Alternative ERP Vendors to Watch in 2021

**Shawn windle**, Trusted erp software advisor

**W**hat will happen now that we have entered 2021? What solutions are organizations gravitating towards in these ever-changing times? Which ERP vendors stand to come out on top? We utilized our experience with multiple clients in numerous industries to give our predictions for alternative vendors that could see increased uptake in the coming year. There is no doubt that 2020 was a year of challenges for many industries, but it was also a year of growth for a lot of businesses as well. What we are seeing is that almost all of our clients are looking at best-of-breed, SaaS-based solutions to augment their ERP. So, whether it's Field Services for a construction business, or Grant Management and fundraising software for nonprofits, these best-of-breed applications are also a point of entry for many companies.

## 2021 Could Be the Year for Best-of-Breed ERPs

Based on this data, we think 2021 will be the year of best-of-breed ERPs, with more and more industry-specific solutions. Most organizations know they need an ERP in 2021, with working from home specifically, with the continued movement to the cloud, and with automated processes. The smaller products are evolving and getting more adoption by proving themselves in the market. One of the vendors we expect good things from in 2021 is Acumatica. Their product is becoming more diverse and working across many industries, such as construction, manufacturing, wholesale distribution, and even services. The pricing point for Acumatica is attractive because it's not as high as some of the bigger ERPs. That is a trend that can be expected with the smaller vendors, where the pricing is approachable for a new company or an organization that's coming off of a legacy application that was paid for many years ago.

We also think we will see an increase in applications like Xero, Accounting Seed, or FreshBooks that provide an alternative to QuickBooks, perhaps where customers want something that is more web-friendly. When someone starts a new organization, such as a services firm, and they want software that is easy to use, they may opt for one of these accounting applications.

Specifically in the construction industry, we expect to see a lot of software growth, and there are some great enterprise solutions for construction companies. We expect CMiC, Viewpoint Solutions, and Procore to do well in 2021. The market is demanding more from them, and they are responding with excellent solutions. Construction is an area that larger vendors don't always serve well, providing an opportunity for smaller vendors to thrive.

And finally, in the Corporate Performance Management space, we definitely see OneStream coming of age and taking on more market share. With more equity companies continuing pursue roll-up



strategies globally, the need for flexible and nimble multi-company consolidation capabilities is only growing in importance. As well, as organizations continue to re-forecast their performance due to economic unknowns, the need to track forecasting scenarios will only increase, which OneStream performs quite well.

## Summary

Time will tell what 2021 will bring, but no matter what happens, organizations will always be looking for better software solutions. If the vendors above continue to provide the kinds of best-of-breed products we've seen so far, they could end up seeing a significant increase in clients.

There is also always a chance that a vendor could come rise of the shadows due to a sudden shift in the market — such as the growth Zoom saw in 2020 with the increase of people working from home. Whatever happens, we'll keep an eye on the market to help our clients get the best possible products for their needs. **ITO**



INDUSTRY TECH OUTLOOK  
TOP FLEET SOLUTION  
10 PROVIDERS OF 2021

# iTRAK GPS Wireless Vehicle tracking systems



**Want a custom quote? Contact the best  
GPS fleet tracking company today!**

At iTRAK Corporation, we design, develop, implement, and support technologically sound yet simple fleet management system for commercial fleet management in a broad range of industries using a flexible and diverse line of real time GPS tracker systems.

# COMMAND ALKON

## Delivers Together, Work Together, and Grow Together Capabilities

**Kenneth Robinson**, Founder of Command Alkon

The company Command Alkon believes in creating a fantastic universe. The organization is significantly changing how contractors, bulk material manufacturers, distribution vendors, jobsite inspectors, project owners, and others collaborate as the Supplier Collaboration Platform for Construction's Heavy Work. Command Alkon's See Together, Work Together, and Grow Together capabilities deliver increased productivity, real-time visibility, keen business insights, and certainty of outcomes when building the things that matter. Customers have been able to achieve higher levels of quality and profitability through their projects and operations thanks to the company's staff, software, and technology for over 40 years. The company's headquarters are in Birmingham, Alabama, and it has branches all over the world. The products from Command Alkon are powerful on their own, but they're even better when used together. The company's solution suite has been meticulously built to fit seamlessly into your operations. The company helps create prosperous communities for all. The company excels when they listen to the customers and understand their problems. "We thrive in an environment where voicing, nurturing, shaping, and sharing a diversity of ideas creates a means to solve these problems. That's why "Together, we build amazing." says Kenneth Robinson, Founder. This single statement encapsulates the company's



conviction that each heavy building materials industry counterpart contributes to something far larger than ourselves. Each constituent has an effect on and is influenced by the others. Prosperity occurs when all of the pieces are in place.



**“ We thrive in an environment where voicing, nurturing, shaping, and sharing a diversity of ideas creates a means to solve these problems That’s why “Together, we build amazing ”**

CONNEX is a safe, cloud-based digital network that connects individuals and processes outside of their own four walls, giving both building materials manufacturers, haulers, and buyers access into every part of the supply chain – at factories, quarries, on the track, and on the jobsite. Use the platform’s

ability to send and receive electronic orders, passes, invoices, and other documents from all of your building materials partners and clients. On one platform, execute transactions with all of your heavy materials – cement, rock, admixtures, ready mix, gravel, liquids – and for all of your suppliers or clients. Through all of the customers’ purchase data in one place, you will gain new organizational and financial insights. Customers and trade partners will respond quickly and confidently to minimize delays and make important business decisions thanks to real-time intelligence and actionable advice. Act more closely for your trade partners by embracing digital cooperation. The CONNEX Platform offers customized experiences for all customers’ organizational needs, accessibility to enable data, analytics to help you handle exceptions, and actionable insight to help you make better decisions.

In the company’s digital partnership journey, we’ve enlisted the help of industry-leading service partners who bring value to the heavy work culture. To optimize cross channel effectiveness and streamline automated workflows for the programs and organizations, the company is currently integrating with these vendors and continues to expand its network of alliances and integrators. Command Alkon’s goods are strong on their own, but when used together, they are much more so. Through combining solutions and data that flows through their organization, they can leverage the power of connectivity across their supply chain and with customers. [ITO](#)

# Blockchain For Business Trust

**Kevin L. Jackson, CEO, GC GlobalNet**

**L**ate last year, I had the opportunity to discuss blockchain and crypto assets with Dr. Shin'ichiro Matsuo, head of blockchain research in the Cryptography & Information Security (CIS) Lab at NTT Research. In 1996, Dr. Matsuo implemented an E-Cash system based on theories developed by NTT Fellow and CIS Lab Director, Dr. Tatsuaki Okamoto. This work convinced Dr. Matsuo that the key to using blockchain for business lies in blockchain's shared ledger technology's ability to instill trust into e-commerce by providing consensus-based verified business data. That concept was so impressive that I welcomed the opportunity to continue the conversation with Dr. Go Yamamoto, a senior scientist in the NTT Research Cryptography & Information Security (CIS) Lab. Since joining NTT in 2002 as a member of the blockchain research group, Dr. Yamamoto has focused on establishing and maintaining "trust" across digital infrastructures. The required components for establishing trust consistency are dependability, accessibility, and ubiquity. Since cloud service providers deliver a significant percentage of digital business infrastructure services, CSPs are central to the business trust model.

According to Dr. Yamamoto, the CSP's essential infrastructure role fundamentally changes the nature of all digital business ecosystems. This change is due to cloud-based IT infrastructure services' economic advantages, which essentially forces many business model owners to adopt the cloud computing model to deliver an economically viable product or service. The adoption of cloud services means that the business model owner no longer retains control of many vital elements of the business model, including:

- Customer relationship management;
- Supply chain management;
- Emergency response; and
- Cybersecurity

Handing these essential elements to the provider also gives the hyperscale CSPs control of global commerce through their ability to control the global IT infrastructure. This evolution establishes trust between business model owners and cloud service providers essential to a successful digital transformation. Therefore, using blockchain to develop digital ecosystem trust can be beneficial to every business.



*Figure 1 - Dr. Go Yamamoto, NTT Research and Kevin L. Jackson Discuss blockchain for business trust*

## Digital Business Ecosystems

Before going further, it's essential to appreciate the role that ecosystems play in modern business. Research by the BCG Henderson Institute found that in annual reports, the term "ecosystem" occurs 13 times more frequently now than it did a decade ago. The success of iconic examples such as Google, Apple, Facebook, and Amazon fueled this increase. A "business ecosystem" is a dynamic group of largely independent economic players that create products or services that together constitute a coherent solution. There are two types, solution and transaction, and both represent governance models for organizing members to realize a specific value proposition.

Key business ecosystem characteristics include:

- Modular components that operate independently yet function as an integrated whole;
- Independent components are customized to the ecosystem and made mutually compatible;
- Relationships are multilateral, meaning they are not



decomposable to an aggregation of bilateral interactions; and

- Business ecosystems are not fully hierarchically controlled but encompass a coordination mechanism. Coordination is significant to digital ecosystems because application programming interfaces (APIs) regulate access and interaction.

Digital business ecosystems broadly leverage APIs to increase the speed, reach, convenience, efficiency, and scalability of the ecosystem members and are thus an essential driver of ecosystems' current growth in general.

Sustainable ecosystems also tend to mature by going through three distinct phases.

1. Successfully seize the opportunity with ecosystem partners by simultaneously capitalizing on a marketplace network effect;
2. Evolve their business model by expanding the scope of the platform and increasing engagement with platform participants; and finally
3. Sustain long-term success through effective leadership capable of managing vested interests among partners and other stakeholders, including regulators and customers.

Successfully navigating these three gates requires establishing trust among all ecosystem members.

## Building Trust With Blockchain

Cloud service providers connect customers to digital products and components of those products to each other almost exclusively through APIs. The service delivered by each CSP is unique to that platform. These services are not commodities because they aren't interchangeable between different cloud service provider platforms. The business model owner cannot assume that any cloud service is consistent with any industry-standard since none exists. There is no industry-wide mechanism for establishing such a standard.

This lack of cloud service standards gives the cloud computing platform owner unassailable bargaining power across all digital business ecosystems. This ecosystem model is not sustainable for global digital commerce over the long term because those cloud service platforms (and their APIs) will become dominant. By tying any business model innovation to a specific cloud service implementation and its API, all business model innovation is suffocated. Suffocation can be prevented by

making cloud services a true commodity. Blockchain can enable this by using a concept Dr. Yamamoto refers to as a Common State Layer. This layer is an autonomous, public consensus mechanism used to ensure services are replaceable between different domains. For this digital business ecosystem scenario, the layer implements a standard cloud-based infrastructure between the Business Model Owner (Domain 1) and the Cloud Service Provider (Domain 2), and the Business Owner can propagate the bargaining power to the platform because the Service Provider is replaceable. Blockchain across the public internet can implement this consensus layer. The layer would also provide the needed components of trust in that;

- Dependability of the standard service is assured since the services wouldn't be unique to a specific CSP
- Service accessibility would be guaranteed in that the business owner could access the standard service from any other CSP; and
- Service would be ubiquitous because it would be provided across the public internet.

While the "common state layer" seems futuristic, cryptocurrencies prove the concept's viability. In that domain, national governments provide fiat currencies like Euros, British Pounds, and US Dollars. Blockchain-based networks represent the autonomous, public consensus mechanism, or state layer, that uses crypto-assets to provide a financial digital services infrastructure. However, using blockchain to extend this model to global commerce would require multiple public consensus layers across various business domains.

Implementation would also require the development of a "starter kit" for public local blockchain business systems that:

- Anyone can join/part (like the internet)
- Exhibits controllable scale (unlike Bitcoin)
- That anyone can start for any desire specific purpose; and
- That can collaborate with other systems.

Dr. Yamamoto is currently researching current blockchain systems. His analysis will help design a useable protocol for a future business Common State Layer. This work is just another example of the importance of basic research to the advancement of global business. I look forward to the day when blockchain independently verifies trust between businesses everywhere. [ITO](#)

# Data Scientists and the lion escape

**Thiago de Carvalho**, Business Intelligence Specialist

In Africa two hunters were surprised by a lion. Frightened and unarmed...as soon they realize what was going on, one of them takes a pair of running shoes out of his backpack and puts them quickly. The other, surprised, asks: What's the point? The lion runs more than we do. It won't do any good! The runner one clarifies: - I don't need to run faster than the lion. I just have to run faster than you". As a Data Scientist in continuous training, I've realised in the market there is a huge pressure (especially from some recruiters) to find the triad-experienced unicorns: business knowledge, programming skills and applied mathematics/statistics. As in the fiction of the lion's story and as well in the utopia of fully polyvalence of a data scientist I have observed a similarity: The lion, for Data Scientists, represents the lack of knowledge in one of the triad-skills.

From here, at the middle of my training path, I've changed my mind almost getting into the anxious neurosis of "I want to become a unicorn and know everything". I decided to rely on the wisdom of two experienced professionals in the market:

Benjamin O. Tayo Ph.D, in his article "Is Data Science for Me?", reassured me by publishing three wise considerations in his checklist (these are my Top 3, among the many present in the text). The first of them: patience, tenacity and perseverance as essential qualities for data scientists (especially considering the time that a project can take). The second consideration that brought me comfort, was the statement that Data Science is an evolving field that demands study and continuous collaboration among scientists. And the third statement concerns ethics using data, besides guaranteeing data privacy, it is essential to be humble and true to our own values with unbiased analyses based on facts and not



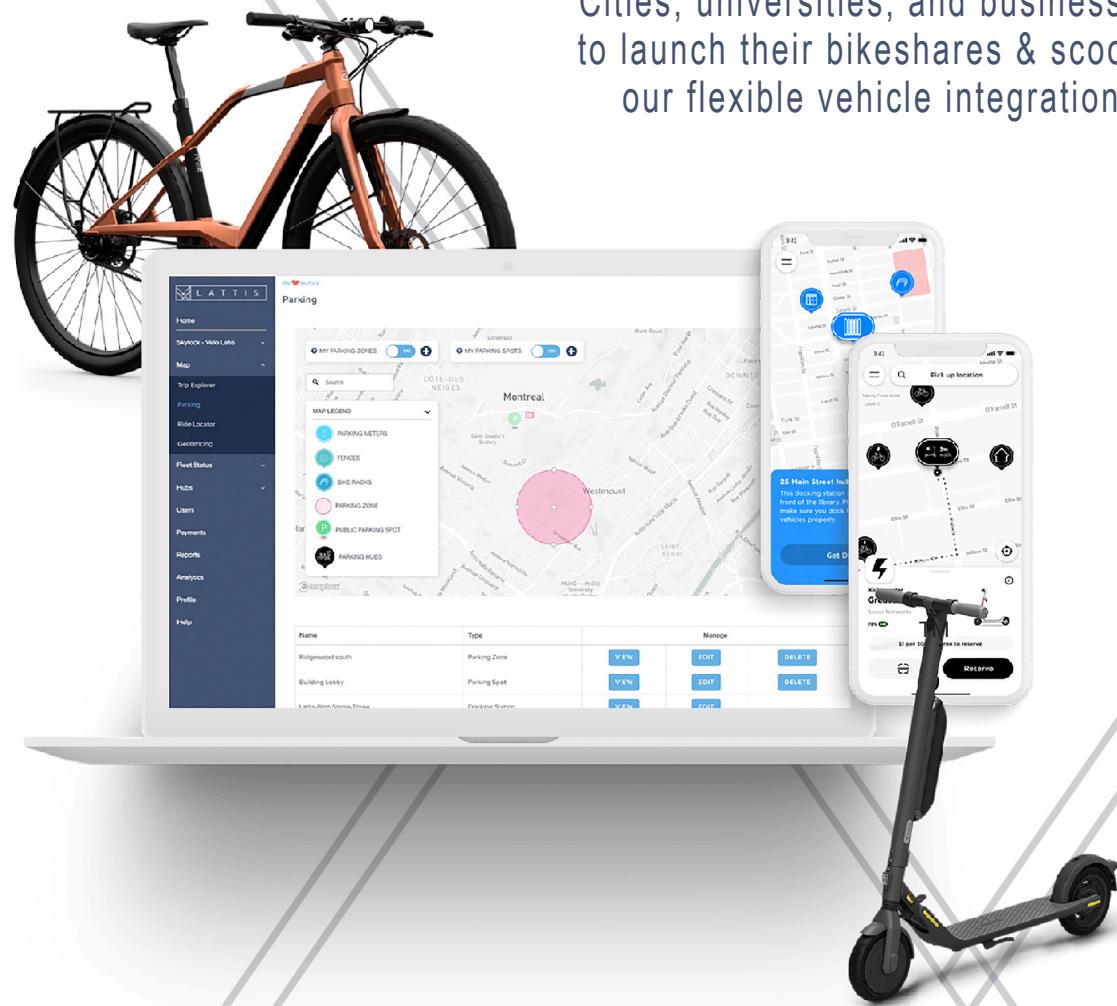
presumptuous inferences. This last consideration, makes perfect sense to me in terms of alignment with my personal values.

In a recent course at PUC-RS, Professor Claudio Azevedo highlighted the importance of data scientist's collaboration lever as the encoder and decoder in a multidisciplinary team: "The good data scientist for sure is someone who knows the business very well. But besides that, is the one who knows more statistics than a programmer, and also knows more about programming than a statistician. And, with that toolkit, becomes a key professional that ensures data driven solutions are in alignment with the business needs".

So, after listening to this two experienced Data Scientists I've made two career paths adjustments. First, instead of eager to become promptly the unicorn that the market wants, I've opted for patience and perseverance searching continuous for knowledge that completes me as professional. Second, rather than being embarrassed and avoid exposing my naive milestones on the learning path, I've decided to put the collaboration into practice and make myself available to the community. [ITO](#)

# NEXT GEN SOFTWARE PLATFORM FOR MICROMOBILITY

Lattis is a multimodal software platform that enables any vehicle operator to create a shared vehicle service. Cities, universities, and businesses partner with Lattis to launch their bikeshares & scootershares because of our flexible vehicle integrations and ease to deploy.



We started Lattis in 2013 with the goal of accelerating the transition to sustainable transportation by building the world's first smart bike lock. This smart bike lock was a catalyst in enabling a more decentralized model of bikeshare. Shared bikes and scooters, also

known as micromobility, is the future of public transportation. The micromobility operator market is highly fragmented favoring regional winners. In 2018 we launched the Lattis software platform to enable local micromobility operators to share their fleets and we now support some of the biggest private and public vehicle fleets globally. We've grown our business from a bootstrapped start-up in the basement of a burrito shop in San Francisco to a brilliant team of technologists and engineers across the world. Today, our platform powers shared fleets of bikes, scooters, mopeds, and golf carts. Lattis has built a mobility data flywheel, where our AI-powered data pipeline processes hundreds of millions of anonymized, aggregated live road and telemetry data, every day — allowing Lattis to continuously improve our technology and improve the unit economics for our operators.

# MasTrack

## Provides Car Tracking Devices to Keep Track and Protect What is Important

**Mike McCahill**, Director of MasTrack

**M**asTrack was founded in 1999 to cater to the specific requirements of museums, auction houses, art collectors, and security staff charged with transporting high-value cargo. The movement of high-value items around the country necessitated a quick and accurate GPS monitoring solution. MasTrack was founded to fill this void, and it has since grown into a well-known, independent GPS monitoring business that offers simple GPS tracking solutions to people from all walks of life. Individuals and small businesses alike are what the company specializes with. “We bring a service that was formerly only available to vast fleets to small companies, households, and individual consumers.” says Mike McCahill, Director. Customers can track their cars and control driver activity in real time using an easy-to-use platform. All of the complicated work is handled by the company’s GPS tracker division. Customers’ vehicle tracking devices use GPS satellites to determine their location and then report the information to the company’s servers via cellular networks. The processing of this GPS monitoring service occurs in real time every second, ensuring that customers get the most up-to-date information.



The MasTrack OBD tracker is a small GPS tracking system that plugs into any vehicle’s OBD port. There are no tools or wires available. Customers just plug in the OBD gps tracker and they’re ready to go. Businesses track their vehicles and staff with MasTrack OBD-II GPS vehicle trackers to save money on fuel and transport, control equipment use, check employee time sheets and customer billing,



avoid overtime, and increase customer service. The customer's implementation is complete until the MT-OBD unit is plugged in. Their unit will begin monitoring as soon as the vehicle is turned on and will continue reporting as long as the customer has a service contract. Simply log into the web portal and view live or historical OBD port gps tracking at any time. Access tracking from Computers, Smartphones, Tablets, or other web enabled devices. There is no

mandatory to ensure the veracity of driver input and ensure compliance with regulations. MasTrack eLog - ELD tracking device is certified and compliant with all federal and state regulations as well as regulations for Canada and Mexico. Customers' installation is complete after plugging in their MasTrack OBD-II GPS semi-truck tracker. When the vehicle is turned on, the customer's computer will immediately begin monitoring and will continue reporting depending on

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" WE BRING A SERVICE THAT WAS FORMERLY ONLY AVAILABLE TO VAST FLEETS TO SMALL COMPANIES, HOUSEHOLDS, AND INDIVIDUAL CONSUMERS "

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limit on how often customers can view their plug-in GPS car tracker's trips. At MasTrack the company makes GPS tracking simple and easy to use.

MasTrack HOS - ELD is an Android-based service that is compliant with the US Department of Transportation's (DOT) and Federal Motor Carrier Safety Administration's (FMCSA) electronic logbook and vehicle inspection regulations. Regulations for electronic driving and vehicle inspection logs (eld mandate) have become

the customer's service schedule. Simply log into the web portal and view live or historical tracking at any time. Access tracking from Computers, Smartphones, Tablets, or other web enabled devices. There is no limit on how often you can view your MasTrack OBD-II GPS truck tracker's trips. MasTrack OBD-II GPS truck tracker is a small GPS tracking device that plugs directly into the OBD port of any vehicle. With the optional cable this unit is perfect for Heavy Duty J1939 and J1708 trucks. No tools or wiring required. Simply plug the tracker in and you're set to go. [ITO](#)

# Agile Marketing

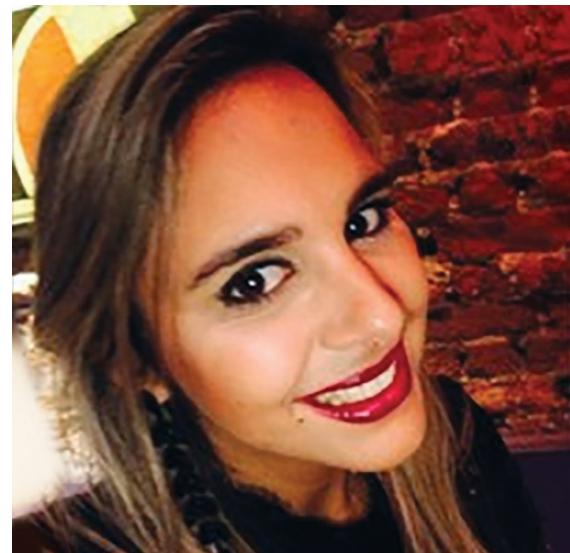
**Alessandra Sa Vasco**, Head of Digital Marketing at K21

Whoever works with Marketing knows that there is a great effort focused on annual planning. And when we talk about Marketing planning, maybe you think about that annual plan designed millimetrically with all the points defined and immutable, right? Hence some questions arise. How much is it possible to change budgets along the way, start a new project or even discard it? Does your team have this autonomy? Meanwhile, there is life as it is: market changing and customers interacting all the time.

In times of social networking, each post generates different metrics, KPIs and ways to track the performance and acceptance of a particular product. If you see yourself in this context, we can say that you work in the waterfall model. You have a plan with everything detailed, execute it and, only after a long cycle, you review all the process: what was good and what wasn't so good. This does not seem to be very close to the world we live in, do you agree? If you live in this busy world, which requires such immediate responses and with a high demand for adaptation, why should the Marketing plan remain untouched?

**Especially in the Marketing universe, the demands are almost infinite, arising from all sides and without any indication of prioritization.**

But if we take into account that the capacity for innovation in Marketing must always be in favor of



the customer experience, the market demands that we have the ability to be agile. And when I say that, I mean adaptability, that is, responsiveness to the market.

## Remember that:

Being agile is not being fast. It is useless to be quick, if I do not have the ability to respond according to the need of the scenario in question.

## Planning is important

Being agile does not mean giving up planning. So yes, an agile Marketing team will have its planning. However, this planning will be lean, compact, and with high adaptability power. It is "sliced" in small



cycles with real value deliveries. This brings great flexibility and greater responsiveness.

## Learning and Continuous Improvement

So we have short cycles that allow learning and continuous improvement. Through small experiments, we validate hypotheses in a short period of time, which in the traditional Marketing model is not possible.

## Failed? And now? Let's learn from that mistake.

The agile mindset creates a culture of experiments and innovation through small experiments and fast and validated learning.

## Data-driven

No more decisions based on “guessing”. Decisions are based on data with faster and steady customer feedback. Data is a powerful source of knowledge and learning.

## Agile Marketing Manifesto

The Agile Marketing Manifesto is a document created by professionals in the field based on the

Agile Manifesto. It was developed collaboratively in 2012, in San Francisco, California, at Sprint Zero. It is possible to know the values of the agile approach to Marketing.

In order to create value for customers and organizations, the seven values listed below clearly illustrate the true agile mindset in the Marketing world.

1. Validated learning over opinions and conventions
2. Customer focused collaboration over silos and hierarchy
3. Adaptive and interactive campaigns over Big-Bang campaigns
4. The process of customer discovery over static prediction
5. Flexible vs. rigid planning
6. Responding to change over following a plan
7. Many small experiments over a few large bets

In times of business agility, marketing needs to innovate and have an engaging relationship with its customers. This provides a more lasting relationship with the brand, and makes Marketing stop having only the focus on selling the product. [ITO](#)

# Is Your CRM Keeping Up?

**James Moorhouse,**

Legal Consultant at JPM 4 Marketing and Client Success Manager at Market My Market

In today's data driven environment having a CRM (Customer Relationship Management) system that can keep up is fundamental to success for law firms. How do you know if your CRM is keeping up with your marketing campaigns and client needs?

Ask yourself some questions:

- Are you able to keep up with new client leads?
- Can you easily find client information?
- Can you generate client relationship marketing from your CRM?
- Are client complaints about your service rare?
- Can you generate client-based reports easily?

If you've answered "No" to any of these questions, then you may need to update your CRM software. With the correct CRM you can stay in touch with your prospects and clients, generate important reports for data driven decisions, calculate your ROI (Return on Investment) for marketing campaigns, provide better client service and identify trends that will help you efficiently grow your practice.

Identifying and tracking all your client leads is essential to converting leads to clients and making any necessary adjustments to your marketing campaigns. For example, if you're receiving several calls from your campaign you may feel the campaign is successful based on the amount of activity. However, if you have a proper CRM system you can determine how many of those callers made appointments, how many of the appointments retained your services and how much revenue those clients generated for your firm. This is the kind of data you need to grow your practice.

Generating client reports is another critical component of CRM software. Wouldn't you like to generate reports based on services retained? For example, how much revenue was generated from DUI cases, Work Injury cases and Personal Injury cases? Many attorneys believe they know this data intuitively but they are frequently surprised when they see the actual data.

Staying in touch with clients after their case is resolved leads to referrals for your firm. Having a CRM system that lets you



generate email campaigns for leads as well as clients is a must for growing your practice.

How do you select the right CRM for your practice? An excellent place to start is by asking your marketing agency for recommendations. A marketing agency that specializes in legal marketing can be a valuable resource for identifying and implementing the best CRM system for your practice.

Below are some of the key factors to consider when selecting CRM software:

- Think strategically about your actual needs. Many systems have a lot of impressive features that sound great, but do you really need those features? Remember they usually come at additional costs.
- Make sure they offer ongoing support for your team.
- Look for systems with fixed prices and programs that you fully understand.
- Determine what type of reporting you need and make sure the CRM system you select can generate those reports.
- Email integration is fundamental for most CRM systems today but don't assume they all have it. Make sure you ask if email integration is available and identify any email limitations for that specific CRM system. [ITO](#)

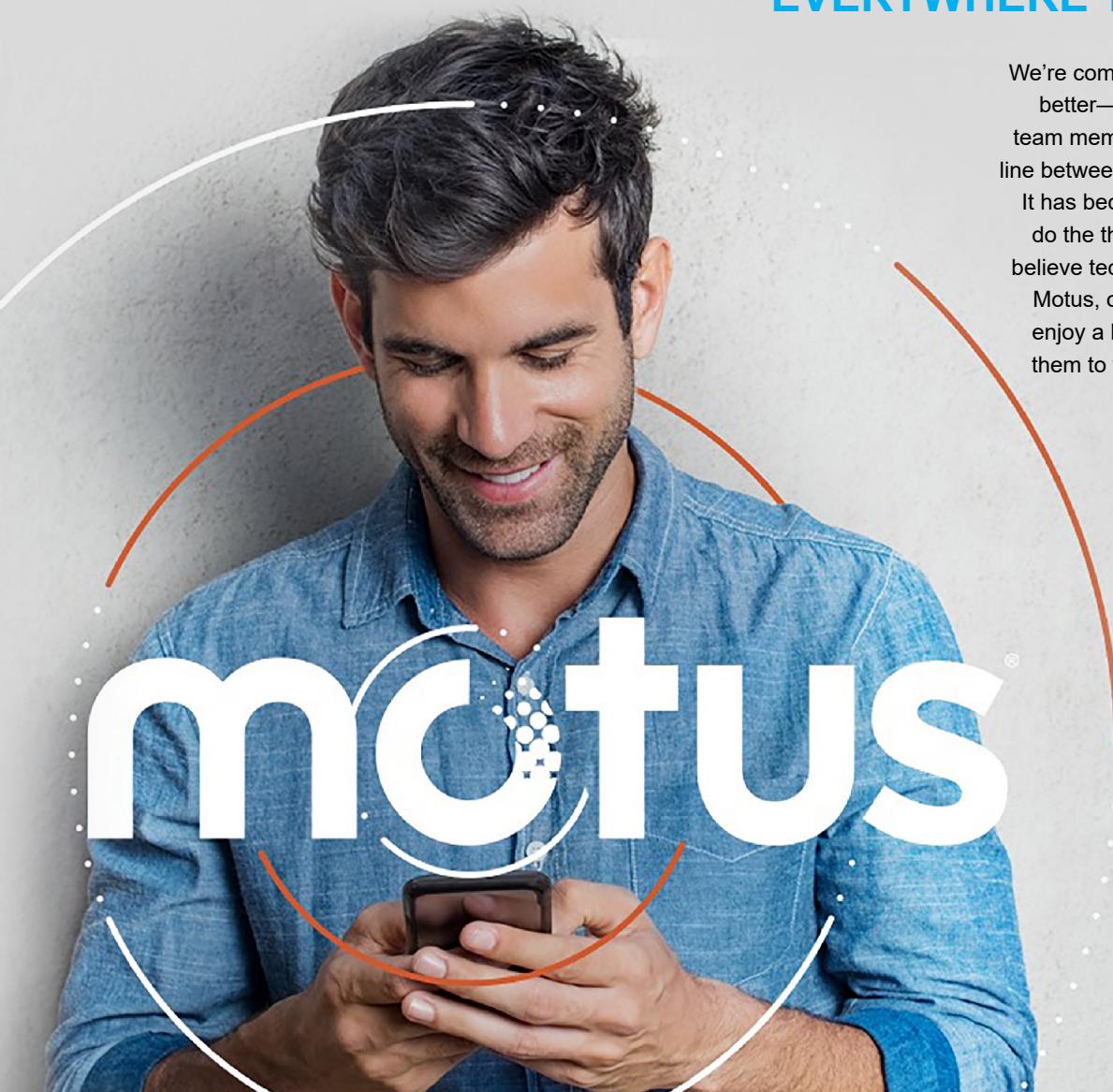


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EVERYWHERE THEY WORK



We're committed to making WorkLife better—for our users and our own team members. In today's world, the line between Work and Life is blurred.

It has become harder to find time to do the things that matter most. We believe technology can solve that. At Motus, our technology helps users enjoy a better WorkLife and allows them to find their own balance and move work forward.

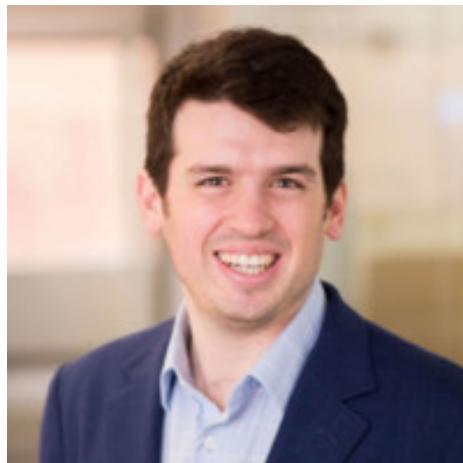
**motus®**

# SURECAM

## Deliver Real-Time Video Solutions that Enable Fleets to Run Profitably

**Max Hillman**, President of Surecam

**S**ureCam was created in 2014, and it was the first and most popular network-connected dash camera in the UK. SureCam helps thousands of fleets around the world save money on lawsuits, protect their staff, increase driver training, and improve fleet safety. The organization works with a wide range of fleets, from some of the world's most well-known brands to small, family-owned businesses, and is dedicated to making safety smarter. SureCam, a world pioneer in video telematics, gives companies of all sizes the visibility they need to effectively and easily run their company-owned cars. SureCam's mission is to ensure that administrators are the first to discover when important incidents occur by providing them with instant access to high-quality video information at a low cost. The company's signature solutions include a forward-facing connected camera, a dual-facing camera with a road-facing view and an interior cab view, and a dual-facing camera with a road-facing view and a secondary exterior view that can be applied to the rear or the side of the vehicle. Pair these connected camera options with the camera-only platform or the SureCam View or View Pro platform for additional GPS tracking and safety reporting functionality. The firm provides real-time camera systems that help fleets operate more safely and profitably. Technology, according to the



organization, has the potential to make roads safer. Fleets now have unparalleled access to data, allowing them to operate smarter and more effectively than ever before. Data tells a story about what happens on the road – but when it comes to safety and claims costs, video doesn't just tell a story; it shows the customers what really happened. "We are a team united by a vision to protect the lives and livelihoods of fleet drivers, owners, and the communities they serve," says Max Hillman, President. The company's global operations include Reading UK, St. Louis, Missouri and an international network of resellers across four continents.



**" We are a team united by a vision to protect the lives and livelihoods of fleet drivers, owners, and the communities they serve "**

SureCam network-connected dash cams and monitoring technologies defend fleets against false driving charges and high claim costs. SureCam employs industry-leading dash camera hardware and tools to provide video recordings in real time – right from the scene. The organization collaborates with clients to tailor each camera's settings, giving them insight into the individual driving habits and accidents that each fleet is concerned about. Without the need for driver interference, SureCam's forward-facing wired dash cam provides fleet managers with instant real-time insight into crashes, dangerous road situations, and harsh driving. Also referred to as "road facing" and "front facing" connected dash cams, SureCam's forward-facing connected dash cameras use harsh driving sensors to trigger instant notifications of incidents as they occur on the road to

give fleet managers the supporting data along with video evidence they need to exonerate drivers and reduce insurance claims costs.

SureCam has options for forward-facing and dual-facing paired dash cams. The main distinction between forward-facing and dual-facing dash cams is that forward-facing dash cams only capture the road in front of the car, while dual-facing dash cams also record the interior of the vehicle or a rear view.

Use the telematics data provided by SureCam linked dash cameras to the customers advantage. The SureCam View Pro platform's all-in-one fleet video and GPS monitoring app allows customers to monitor real-time driver positions, review past trips overlaid with important output data points, and receive event-triggered video warnings. [ITO](#)

# nCino's AI Products Help It Soar

**Sramana Mitra**, Founder and CEO of One Million by One Million (1Mby1M)

I'm publishing this series to discuss a topic that I follow closely - cloud stocks, trends, strategy, acquisitions, and more. Please subscribe to my Cloud Stock Analysis series and never miss an article. I like fundamentals-focused business building, and outline the principles of fundamentals-focused business building in my free Bootstrapping course. Last year, cloud-based FinTech company nCino (Nasdaq: NCNO) went public. nCino helps accelerate digital journeys for financial institutions across the globe and its recent AI-based products are helping its stock soar despite the current turbulent conditions.

## nCino's Offerings

Wilmington, North Carolina-based nCino was initially set up as a bank to deliver improved operations and client services. In 2011, it was spun out as a separate company to cater to all the banks and credit unions with similar needs. nCino's SaaS-based Bank Operating System provides a comprehensive solution to onboard clients, handle loan origination, and open accounts. The company has operations across North America, Europe, and APAC.

Its customer base includes global financial institutions, such as Bank of America, Barclays, Santander Bank and TD Bank, to enterprise banks, such as KeyBank, Allied Irish Bank, Truist Bank, and US Bank, to regional and community banks, as such ConnectOne Bank, IBERIABANK, Pacific Western Bank, and Coastal States Bank, to credit unions, such as Corning Credit Union, Navy Federal Credit Union, SAFE Credit Union, and Wright-Patt Credit Union, to new market entrants, such as challenger banks like B-North, DBT Företagslån, Recognise Financial, and Secure Trust Bank.



## nCino's Financials

For the third quarter, nCino saw revenues grow 43% over the year to \$54.2 million, ahead of the market's estimates of \$49.52 million. Adjusted loss of \$0.03 per share also beat analyst estimates of a loss of \$0.09 per share. By segment, subscription revenues grew 56% over the year to \$43.3 million. Professional services revenues grew 7% to \$10.95 million as the company continued to accelerate the deployment of a few large projects.

nCino expects to end the fourth quarter with revenues of \$53-\$53.5 million with non-GAAP net loss of \$0.08-\$0.09 per share. It expects to end the year with revenues between \$200.7-\$201.2 million and non-GAAP net loss between \$0.16-\$0.17 per share.



## nCino's AI Upgrades

During the quarter, nCino announced the integration of nIQ into a bank operating system. nIQ is nCino's suite of AI, data analytics, and machine learning solutions that allows financial institutions to leverage data and make more informed decisions in real-time. Its first nIQ solution, Automated Spreading, helps commercial banking customers populate structured and unstructured data from financial statements and tax returns into nCino to reduce errors and transform underwriting. nCino claims that the solution has helped reduce the manual requirements of loan underwriting by 50-75%, increased efficiency for financial institutions, and accelerated the time to loan approval for these institutions. Portfolio Analytics is another solution targeted at helping financial institutions understand their portfolios, the payment history of their customers, and what they can expect in the future. By integrating portfolio analytics into the bank operating system, nCino expects to be able to cross-sell this functionality into its legacy customer base. The current conditions have made remote work a new normal and financial institutions can no longer treat digital strategy as a luxury. These organizations have to accelerate their digital transformation to manage the day-to-day operations,

and they are leaning on nCino's cloud banking platform to this end.

Prior to listing, nCino had raised \$213.2 million at an undisclosed valuation in 8 rounds from investors including T. Rowe Price, Salesforce Ventures, Bessemer Venture Partners, Insight Partners, Wellington Management, John Mack, and Gene Ludwig. In July this year, it went public at a list price of \$31 and within a few hours of listing, the stock had jumped 196% to as high as \$91.88. Its stock is currently trading at \$71.88 with a market cap of \$6.63 billion. Disclosure: All investors should make their own assessments based on their own research, informed interpretations, and risk appetite. This article expresses my own opinions based on my own research of product-market fit, channel execution, and other factors. My primary interest is in product strategy. While this may have bearing on stock movements, my writings tend to focus on long-term implications. The information presented is illustrative and educational, but should not be regarded as a complete analysis nor recommendation to buy or sell the securities mentioned herein. I am not a registered investment adviser and I am not receiving compensation for this article. [ITO](#)

# No more manual work – automated truck entry permission validation via GoRamp API!

Remigijus Vaise, Product, GoRamp

**G**oRamp makes another giant step forward in centralizing the information flow in the entire supply chain with an easy way of automating your warehouse gates control – GoRamp-Parking-API!

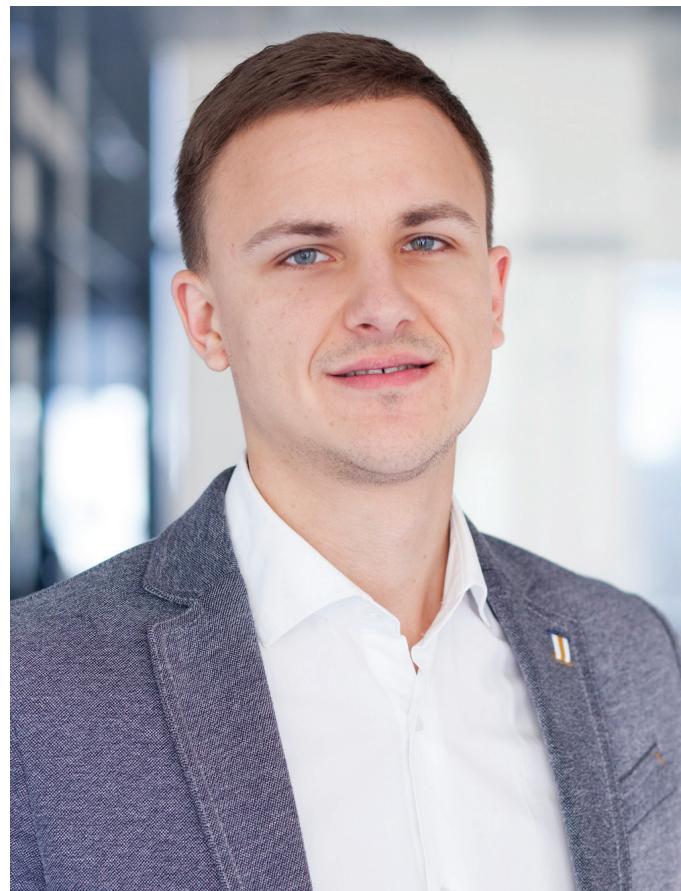
Enabling other business management systems is a critical point in centralizing supply chain control. From warehouse daily planning to providing order and shipment statuses back to business intelligence systems – data exchange is at the heart of any modern solution. The number of use cases increases constantly and so does the demand for the right integration tools to support them. As a result GoRamp is providing a powerful and feature rich API for your needs to be covered.

While GoRamp-Timeslots-module has already saved you tons of time by:

- Eliminating queues at the warehouse
- Distributing loading and unloading tasks throughout the day
- Enabling full traceability of warehouse work and results.

We have added another powerful functionality to the list – automated truck entry permission validation via API! Every time the truck arrive at the gate to enter the territory, the system will validate the license plate if there is a reservation created for this specific truck:

- No more manual work as the gates will operate according the reservations made in advance;
- Elimination of human errors – only authorized vehicles will enter the warehouse territory;
- Increased safety – the truck driver can enter the territory without stepping out of the cabin.



How does it work in just a few steps:

Firstly, contact your gates system provider if you already have one or choose from a list of our partners available:

- CityPro
- DK projektai

Secondly, make a request to your GoRamp representative for activation and start using! GoRamp – centralised information flow between all supply chain members. [ITO](#)



**PowerFleet®**

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# Introducing PowerFleet

**The 3G sunset has already begun. We can help you come up with a plan to avoid service disruptions**



PowerFleet (NASDAQ: PWFL) is a leading global provider of wireless IoT and M2M solutions for securing, controlling, tracking, and managing high-value enterprise assets such as industrial trucks, tractor trailers, containers, cargo, and vehicle and truck fleets.

PowerFleet is the result of the combination of I.D. Systems, Pointer Telocation Ltd., and Celloocator on October 3, 2019, when I.D. Systems acquired Pointer Telocation Ltd. and rebranded as PowerFleet Inc. PowerFleet provides a complete technology suite that delivers telematics, asset tracking, freight visibility, and driver behavior. Their solutions include an FMCSA-compliant ELD system, trailer/ container/ chassis GPS tracking, automated driver workflow, refrigeration command and control, cargo visibility and status, driver navigational assistance, and robust fleet management. Their two-way refrigerated solution integrates into Thermo King™ and Carrier™, and their suite of tracking devices include wireless sensors, photographic cargo imaging, and environmental status.

PowerFleet is headquartered in Woodcliff Lake, New Jersey, with offices located around the globe, and a technology innovation center in Israel. The Company's patented technologies address the needs of organizations to monitor and analyze their assets to increase efficiency and productivity, reduce costs, and improve profitability.

# Webfleet Solutions

## Leading Telematics Solution Providers, Dedicated to Fleet Management

**Paolo Ferrari**, Founder of Webfleet

Webfleet Solutions, formerly TomTom Telematics, is one of the world's leading telematics solution companies, specializing in fleet control, automotive telematics, and connected car services. The company's largest Software-as-a-Service offering Businesses of all sizes use Webfleet to boost vehicle performance, save fuel, assist drivers, and improve overall fleet productivity. Webfleet Solutions also offers offerings to the banking, rental, and leasing markets, as well as vehicle importers and companies that cater to both corporate and customer needs. Webfleet Solutions serves over 50,000 clients in over 60 countries, giving them the industry's largest local support network and the broadest variety of sector-specific third-party apps and integrations. Customers profit from the company's high levels of confidentiality, honesty, and availability on a daily basis. Webfleet Solutions was formerly known as TomTom Telematics and was a member of the TomTom group until it was purchased by Bridgestone Europe NV/SA, a subsidiary of Bridgestone Corporation, the world's largest tyre and rubber firm, on April 1, 2019. Bridgestone is present in 38 countries throughout the EMEA region, with some of Europe's most modern manufacturing, cutting-edge technologies, and cutting-edge research and development investment.





**" Our vehicle tracking system tells you which employee is closest to any new assignment as well as giving you instant access to important vehicle information and driving behavior information such as speeding or harsh breaking "**

Fleet management is a concept used in the industry to describe a wide variety of applications for vehicle-related apps that help businesses maintain their fleets of commercial motor vehicles, such as cars, vans, trucks, and buses. Vehicle monitoring and fleet tracking systems from Webfleet Solutions provide real-time positioning information on any vehicle in a customer's fleet. Customers will easily respond to new developments and make well-informed decisions as a result of this. "Our vehicle tracking system tells you which employee is closest to any new assignment as well as giving you instant access to important vehicle information and driving behavior information such as speeding or harsh breaking." says Paolo Ferrari, Founder.

Webfleet provides consumers with real-time access to KPIs that support them optimize their fleet. Service, efficiency, and fuel consumption metrics can all be customized to meet the specific requirements. Customers will spot patterns, benchmark their results, and find areas for change

as a result of this. Customers will use Webfleet's extensive monitoring capabilities to improve the efficiency of their fleet. These have the most comprehensive collection of ready-to-use reports in the industry, including extensive information on individual drivers, vehicles, and the whole fleet. Customers may illustrate the specific details that their company requires through custom reports. Webfleet uses clever scheduling and dispatch with request status, car status, and award-winning traffic information to help consumers choose the right driver for each task. The award-winning traffic details from Webfleet Solutions lets them provide more reliable ETAs to customers. Professional Navigation helps consumers escape traffic and arrive on schedule by using a dynamic network of live traffic data and sophisticated algorithms. Webfleet relieves customers of time-consuming and distracting manual tasks. Both the logbook of real-time odometer and the working time registration are streamlined, resulting in more precise documentation and less administrative time.

Webfleet provides simple, accurate driving behaviour information to all fleet administrators and drivers. All has the ability to take steps to promote greener and cleaner driving before, after, and after each drive. Using WEBFLEET.connect to provide helpful details from the road about your cars, employees, and staff to customers' back-office processes, such as arrival times, operating hours, mileage, and more. Customers will get off-the-shelf connectivity with millions of the apps thanks to Alliance Partners' tech and hardware. **I TO**

# Do you really need deep industry experience for marketing roles?

**Cameron partridge**, senior vice president, Macquarie Group

## Do your customers really think in verticals or is that your own bias?

I've always wondered why some companies demand same-industry experience for marketing positions they are trying to fill. Sadly, it appears that there's a long-held assumption that deep industry expertise = marketing success. Before starting I must admit that I do have some depth in the financial services industry. However, I believe the breadth of my experience across different industries (such as telecommunications, healthcare, advertising, energy, and even not-for-profits) is much more valuable to financial services than my actual experience in it.

Why? Because truly great marketers should be able to apply their skills across any industry or target customer. Particularly in this rapidly changing world, the best marketers should always be conducting due diligence and staying on top of shifting customer needs and behaviors - even if they have been in the industry for 20 years.

## In summary...they should be customer-first, not industry-first.

So, do you really need to have deep industry expertise to be a successful marketer?

Let's talk about some of the more noteworthy CMO's / Heads of Marketing that are currently out there...

- Fernando Machado @ Burger King: currently Burger King CMO. A polarizing figure at times, love him or loathe him Machado has overseen some compelling campaigns in the last few years. His background before Burger King? Unilever selling body wash.
- Dara Treseder (Peloton CMO): Currently head of Peloton marketing, Dara's experience is incredibly varied. Before joining arguably, the world's leading fitness movement Treseder held marketing leadership roles @ Carbon (3D printing & manufacturing), General Electric (conglomerate), Apple (tech), and Goldman Sachs (financial services)!
- Musa Tariq (GoFundMe CMO): Tariq, who has held roles at Airbnb, Apple, Nike, Burberry and Ford believes in getting out of your bubble. When recently asked what has had the most impact on his perspective as a marketer, he answered with this: "Anyone I know or speak to that does not work in our industry."





- Joy Howard @ Dashlane: Lyft, Johnson & Johnson, Coca Cola, Nike, Patagonia, and Sonos. Talk about breadth! Is there anything Joy Howard can't market? The most important trait Howard looks for in new hires: "fire in the belly."
- Keith Weed (Unilever) + Marc Pritchard (P&G): I couldn't mention Unilever above and not mention it here. Both Unilever and P&G could argue they market to more people in the world than any other company. Each of these global giants have an unfathomable # of brands under their remit and both claim to service between 2 billion to 5 billion consumers every day. There's a reason Machado could make the jump from selling body wash to selling burgers. Analysis. Flexibility. Customer first.
- Remember, I'm not arguing that you can't be successful in a marketing role when you have same-industry experience. Rather, I am wondering whether it is absolutely necessary and if it helps or hinders the eventual employer?

The case for depth over breadth:

Depth over breadth likely provides a short-term boost (<6 months):

- There's an argument that those with deep industry expertise are going to get up to speed faster in new roles and may therefore provide quicker results. The learning curve is shorter.
- There could be an argument here that at a glance you know the competitive landscape much better and therefore know how to position your

company for success in the short-term. The risk here is that you are assuming the competition is standing still - ongoing due diligence is critical.

- Product and service knowledge: some industries are incredibly complicated and knowledge of the product and / or service may help you better distill its benefits than those without that knowledge. However, you still need to translate that complexity into simplicity for your customers.

The case for breadth over depth:

I'd argue breadth over depth is better in the mid to long-term (>6 months)

- Success across multiple verticals and industries likely showcases a pre-disposition towards a customer-first approach. We used to have an old saying at GE: if you focus on the customer, success will follow.
- Diversity of thinking: exposure to different customer needs, regulatory concerns, cultural shifts and business models requires deep flexibility and a necessity to innovate around new challenges. This outside-in perspective provides an opportunity for true industry disruption.
- You have to learn to be successful. There's less chance of introducing bias from what you already assume to know.
- Want one more added bonus? Over-time the industry experience will take care of itself.

So, do you need deep industry expertise for some roles? Absolutely. Do you need it for marketing roles? Not at all. [ITO](#)

# Open Insurance and Ecosystem: a mission possible!

**Alberto Garuccio**, Head of innovation ecosystem and open insurance

Which is the most common innovation buzzword of 2020? Ecosystem! The concept of ecosystem, moreover in the insurance sector, remains in most cases an enigma for incumbents. In Reale Group we have tried to create our own view by focusing first on the condominium and smart city concept. Since the beginning of #Covid19 pandemic, insurers started to face with a new set of challenges related to what is defined as “new normal” lifestyle, including how to create a new value for customers and how to find new touch points with them, unlocking technologies able to be used in an easy and intuitive way even by those who are less confident in digital and virtual customer journeys.

During the lockdown period we went deeper several times to this topic, trying to explore the concept of #openinsurance and related unexpressed opportunity. Today we can announce the partnership with Laserline Digital Signage Srl, the innovative #startup with which we have made our Condominium concept tangible, connecting the customers residing in buildings managed by our real estate company with the Reale Group’s internal ecosystem of services.

We focused on both insurance and digital assistance and healthcare services, enhancing our proximity business and service model unlocking a phigital experience for our customers through our network of agencies and leveraging on our innovative services, such as our new digital virtual hospital launched in the end of 2020.

After reading these few lines many of you are probably asking a question: “Is this enough to define the initiative as a creation of a new #ecosystem?” We asked it too! Well, the proper answer in my opinion is definitely no.



For this reason, starting from the technical capabilities provided by Laserwall technologies and the hard work of all the colleagues involved in this initiative, we have decided to integrate two further uncommon and distinctive pillars into our concept: [ITo](#)



INDUSTRY TECH OUTLOOK  
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# BEYOND TRACKING

Tenna is the construction technology platform that revolutionizes equipment fleet operations



Tenna is the construction technology platform that revolutionizes equipment fleet operations. Going beyond tracking, Tenna blends cutting-edge technology with more than 100 years of construction experience to help companies know more, control more and make more.



## INDUSTRY TECH OUTLOOK

Insight On Emerging Technology

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