

WESLEY CLOVER QUARTERLY UPDATE

Tutela Successfully Exits the Portfolio via Merger with an Industry Leader

International Convention
Centre Wales
Welcomes the World

A Primer on Investing
in Artificial Intelligence
Start-ups



Wesley Clover

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Q is a quarterly publication of Wesley Clover, highlighting some of the latest accomplishments from the wide range of businesses in our portfolio. Visit wesleyclover.com for more information.

From Exits to Autonomous, the Direction Continues Forward

Welcome to another issue of **Q**. The summer months of 2019 have come and gone now, and as always there are many developments to update you on in terms of the Wesley Clover companies around the world. The latest stories span the real estate and the technology portfolios.

Top-of-list on the real estate side is the impressive new International Convention Centre Wales (ICCW). After tremendous work by a dedicated team, the doors to the complex were opened for the first time in September, to resounding success. We have shared the development and construction journey with you here in **Q** over the last number of months, and it will now give me equal pleasure to bring updates on the tremendous events, conventions and other activities the ICCW will be hosting. And one of the first was truly “out of this world”, as you will read in this issue. I also would be remiss if I did not call out the giant new Dragon guarding the property. An icon that you can’t miss, as the photos will attest.

In terms of the technology portfolio, our lead story is the milestone that mobile device experience management company Tutela achieved recently in merging with a larger leader in their industry. We are pleased to see the firm transition from our portfolio to this next level of independent business operation. We wish them nothing but continued growth and success.

Next, Solace, experts in event-driven data movement software and platforms, announced a bold new initiative called Event Horizon. By combining advanced new technology with educational programs and



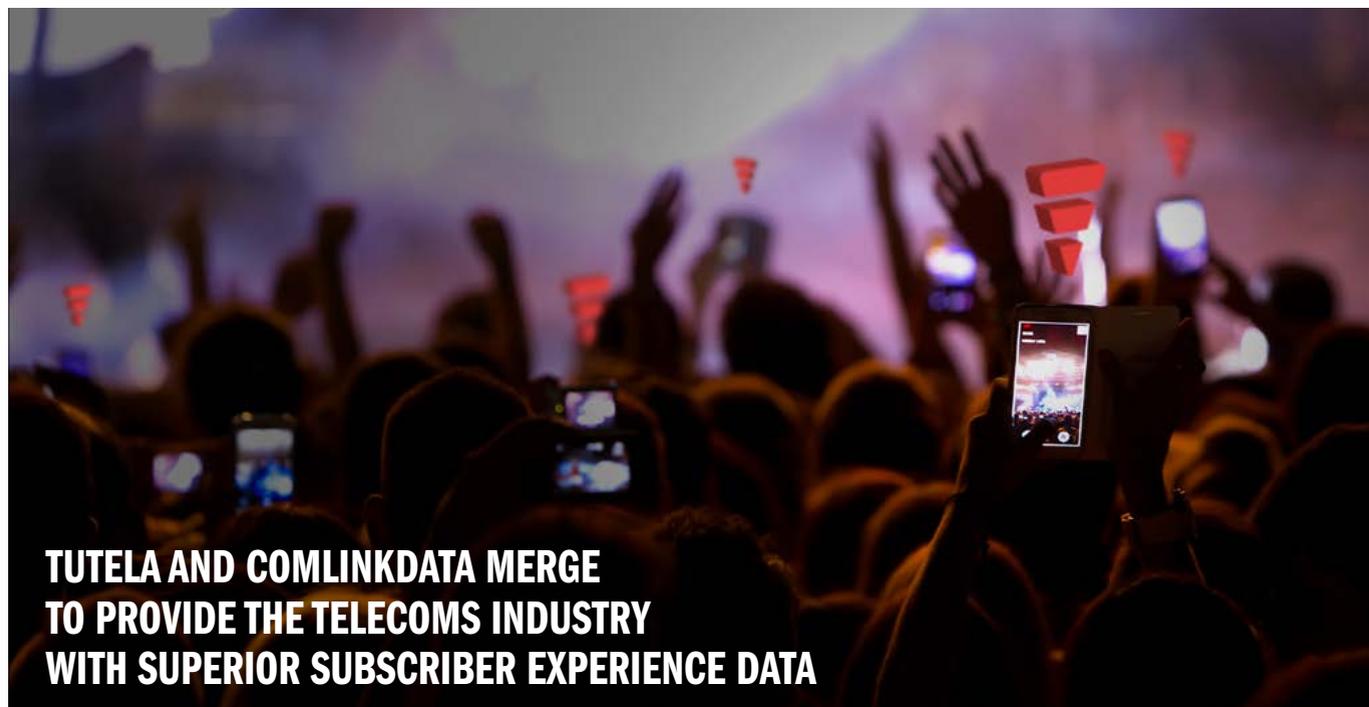
partnerships, they are working to move the industry toward more aggressive adoption of real-time event-driven application development.

You will also read about Hut Six in the UK. The company secured further validation for the security training products they produce, in the form of additional funding that will fuel continued expansion and growth. Two of the portfolio firms also provide updates on how they are addressing the growing need within the cloud computing industry for greater cost control — one from the service provider side of the industry, and the other from the enterprise customer perspective.

The Brookstreet Hotel/Marshes Golf course also got into the innovative technology arena recently by playing host to the first local trial of exciting new autonomous transportation technology. Within the safe confines of the golf course the public had the opportunity to experience a Connected and Autonomous Vehicle (CAV) operating in autonomous mode. Not surprisingly, the event was a big success, and thanks go out to the organizing team, the technology providers and the attendees of course.

I am pleased to report that the Wesley Clover family of global companies continues to grow and prosper. And I thank you for your continued interest.

Kind Regards,
Terry Matthews, Chairman



TUTELA AND COMLINKDATA MERGE TO PROVIDE THE TELECOMS INDUSTRY WITH SUPERIOR SUBSCRIBER EXPERIENCE DATA

The latest Quarter marked a major milestone for portfolio member **Tutela**, as the company reached a definitive agreement to merge with Boston, MA-based Comlinkdata, the leading provider of telecom market data and insights in North America. Together the two firms plan to provide telecoms operators around the globe with complementary and extensive data on their consumer experiences, network performance and subscriber behaviour. This will enable clients to better understand and execute on opportunities to meet the evolving needs of their consumers.

The mobile services landscape is being disrupted by new 5G networks, operator mergers, the growing number of Mobile Virtual Network Operators (MVNOs), and the entry of wireline ISPs into an already competitive space. In this environment, data-driven strategic investment is more important than ever for competitive differentiation and market success.

Founded in 2010, Comlinkdata provides unique, real-time market performance data and backs this data with a team of telecom-savvy analysts to help clients

identify, understand and execute on growth opportunities. Marrying these offerings with industry-leading Quality of Experience insights from Tutela, the merged teams will be uniquely capable of helping network operators and equipment manufacturers address current and future market challenges.

Commenting on the deal, Tutela CEO Hunter Macdonald stated, “Comlinkdata offers unparalleled market data and strategic analysis to telecommunications leaders, helping them acquire and retain more customers. This complements our own offering and mission to help improve the worldwide Internet. Under this new agreement, we look forward to continuing to provide our existing customers with industry-leading data and expanding our offering through new collaborations with Comlinkdata.”

For his part, Comlinkdata CEO Charles Rutstein commented, “We are excited to welcome Tutela to the Comlinkdata family. The wealth of data collected from the Tutela global panel of more than 300 million smartphone users has led to its selection by global telecom leaders including Nokia

and Telefonica as the standard for network experience measurement. With Tutela on the team now, we have unmatched data, platforms and expertise to tackle the most difficult questions that drive success for telecom operators.”

The combined company will continue to offer both Tutela and Comlinkdata services while looking for ways to add value and create new services through the integration of the two datasets. The Tutela founders, leadership team and staff will remain with the company. With access to new scale and resources, that team will accelerate the growth of its dataset, build new services and help clients generate and apply new insights to optimize their businesses.

Wesley Clover and Alacrity Canada congratulate the whole Tutela team on this eventful exit, and wish them continued success in building their solution and business within this promising new corporate environment. More information is available at [tutela.com](https://www.tutela.com).



TUTELA



Welcoming the World to the International Convention Centre Wales

Following several years of planning and two and a half years of construction, the **International Convention Centre Wales** opened its doors this Quarter to welcome the world to Wales. After an incredible team effort, the state-of-the-art £84 Million meetings and events venue at the Celtic Manor Resort in Newport, South Wales, welcomed its first customer when the Association of Stoma Care Nurses checked in for their three-day annual conference, bringing in 750 delegates.

This was followed immediately by a gala dinner for 1,200 people there to enjoy *An*



Experience With Arnold Schwarzenegger. Of course every visitor left the venue with the same endorsement: “I’ll be back!”. And within a week of opening, the UK Space Conference — a three-day event with 2,000 delegates — became the first international convention to use facilities, many describing them as “out of this world”.

Space Conference attendees experienced the grand unveiling of the 1,500-seat ICCW auditorium, with speakers including four UK Government ministers and British astronaut Major Tim Peake addressing the delegates. Other facilities at the venue also

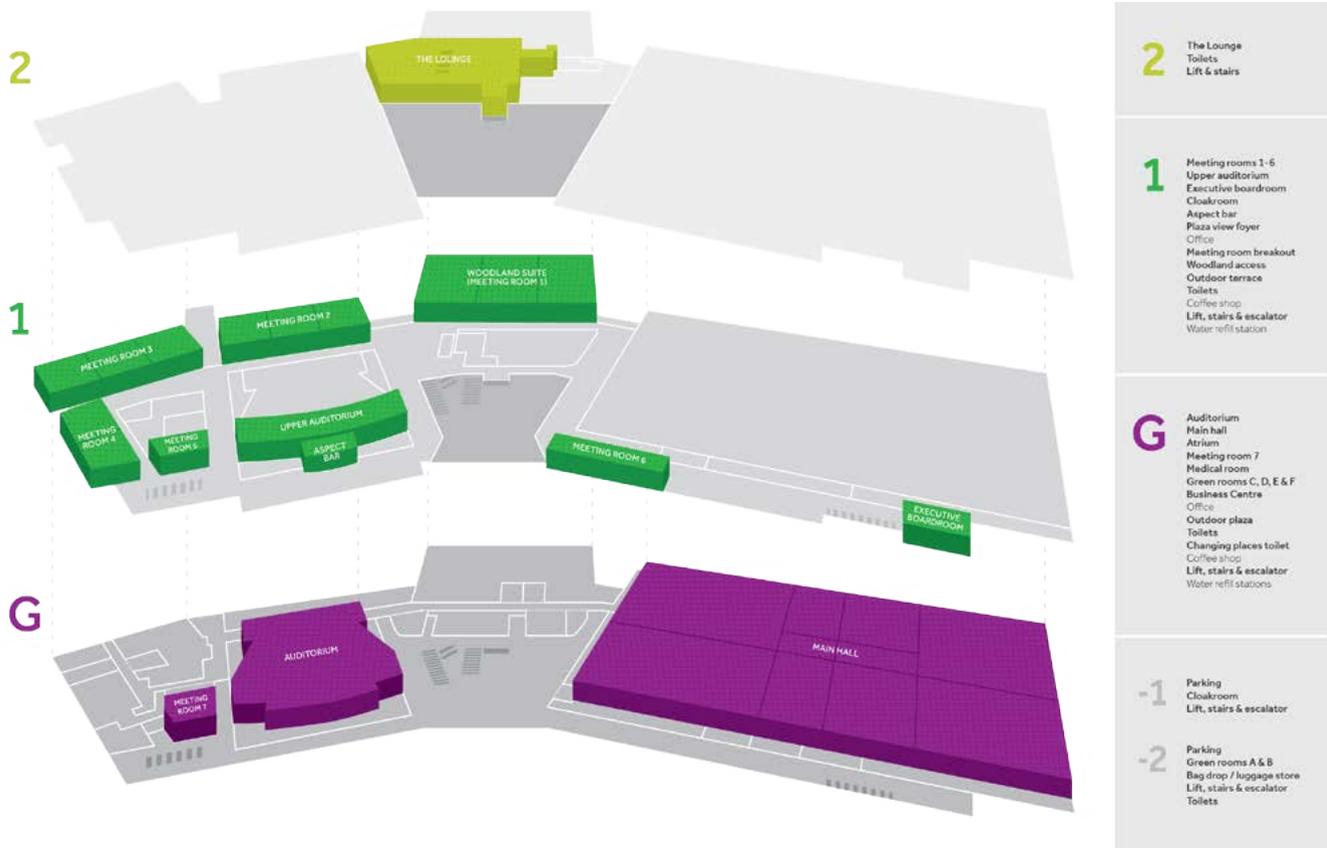
got an inaugural run, including the 4,000 square meter, pillar-free main exhibition hall which can seat up to 3,500 people for dinner, 15 flexible meeting rooms and the double-height glass atrium. And we must also mention outside, perched proudly on a 2,500 square meter plaza overlooking the M4 motorway, the striking 50-foot-tall red steel dragon that welcomed all visitors to the new venue. This icon is quite an attention-getter!

Ian Edwards, Chief Executive of ICC Wales, commented: “We are all excited to have opened the doors to ICC Wales and to be giving a warm Welsh welcome to our first delegates. I am proud of the whole team who have worked tirelessly over the past two years to bring this incredible venue to fruition. After talking about it for some time, it is satisfying to see this world-class facility come to life with delegates filling the main hall, auditorium and other meeting spaces.”

ICC Wales is a joint venture between the Celtic Manor Resort and the Wales Government and will be a game-changing venue, bringing a projected £70M into the local economy annually and establishing the country on the global map as a destination for business events.

Welsh Government Minister for International Relations and Welsh Language, Eluned Morgan, said: “The International Convention

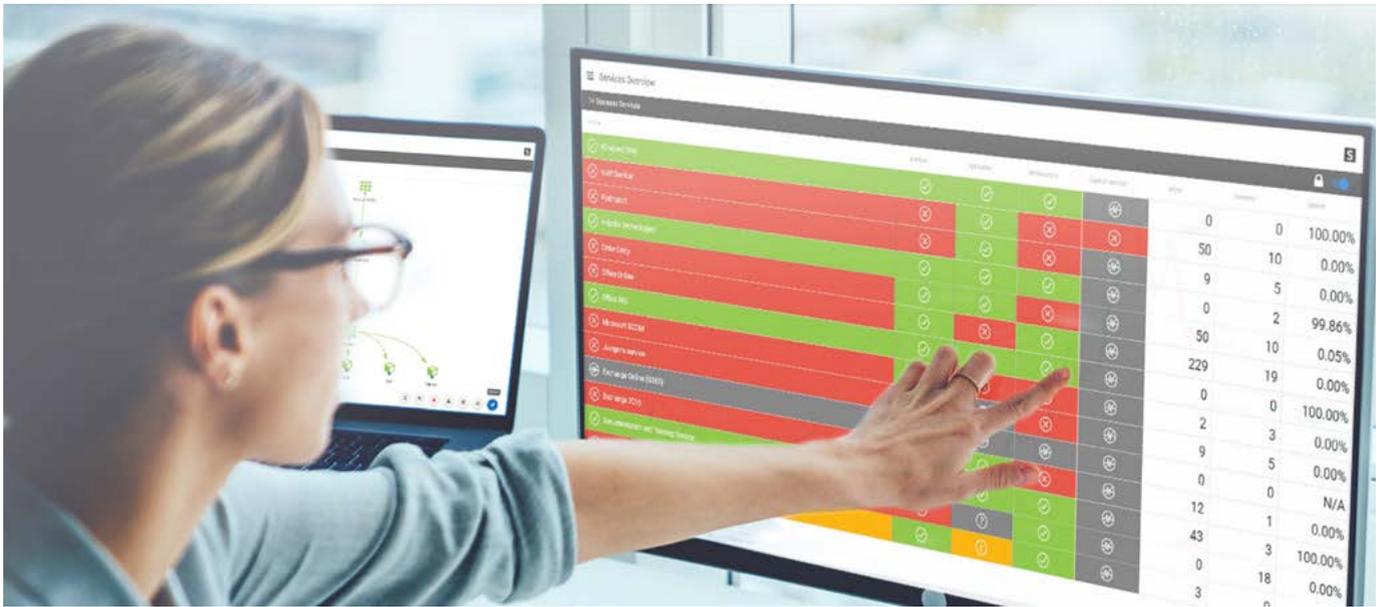




Centre Wales is a major asset, enabling Wales to compete with any venue in the UK and beyond to host events that make a huge contribution to the economy. I'm delighted to see ICC Wales off to a great start. Business events bring wide-ranging benefits and the new centre is already showing how we can build on our reputation and host some of the biggest in the world."

Kerrin MacPhie, Head of Business Events at VisitBritain added: "The ICC Wales is a truly world class venue and is an excellent addition to the extensive portfolio of business events product available in the UK. At VisitBritain we are passionate about celebrating our destinations and this outstanding new venue will help ensure that the UK remains a competitive destination in the global business events marketplace." iccwales.com





MARTELLO INCORPORATES AI TO CONTINUE GROWTH

As with all waves of new technology, we should keep in mind that they do not necessarily replace the need for a human touch. Case in point — technology from Ottawa-based **Martello** incorporates Artificial Intelligence (AI) and Machine Learning. But rather than eliminate resources, the features complement human expertise and extend the reach of IT staff.

private components. Using Martello iQ IT visualization software, LUMC has integrated several IT monitoring and management tools into one dashboard, creating a consolidated view of all relevant performance data across their hybrid cloud infrastructure.



Martello CEO John Proctor showcases a client installation.

As IT workloads grow and budgets are strained, at the same time as user expectations for reliable application and network performance increase, the Martello network monitoring and analytics tools become invaluable assistants to help IT teams keep pace. They provide an extra layer of understanding about data patterns and potential performance problems, reducing the time, cost and human resources needed to make sense of what is occurring on client networks.

Martello was also busy over the last Quarter developing additional strategic partnerships and channels to market. For example, **Suria Business Solutions** in Malaysia added the Martello suite to its growing portfolio of technology solutions. **IT monitoring leader Paessler PRTG** also signed on as a partner in order to meet their growing demand from large enterprises and MSPs for IT service assurance solutions. These and other developments enabled the company to announce **results for the 2019 fiscal year** that included more than 100% growth in year-over-year revenue, as well as 99% increase in Q4-19 revenues from a year earlier.

Organizations with hybrid cloud IT environments are an example of where such tools bring real value by extending the reach of staff. During recent months, **Leiden University Medical Center (LUMC)** in the Netherlands turned to Martello to help deliver reliable service quality in a hybrid cloud environment that mixes public and

The corporate strategies and hard teamwork continue to move things in the right direction. martellotech.com



FUNDING ROUND ACCELERATES GROWTH FOR HUT SIX

UK firm **Hut Six** received a vote of commercial confidence during the latest Quarter in the form of a successful funding round. The cybersecurity training software created by the company has been generating solid revenue growth since inception. That growth was leveraged into a successful influx of £450,000 through this new equity funding round. Existing and new shareholders, including the Development Bank of Wales and a series of angel investors, participated in the round.

This is the second round of funding since the company launched in January 2017. Following completion of the graduate entrepreneurship programme under the Alacrity Foundation technology incubator, Hut Six moved into the Wesley Clover Innovation Centre and has continued to mature and progress from a product and a business perspective. The new funds will be used to fuel further domestic and international expansion through increased sales and marketing activity.

One of the drivers behind the success of Hut Six is the focus on what many believe to be the largest single exposure businesses face from a cybersecurity perspective — the lack of risk awareness, and the poor security behaviour, on the part of their employees. Hut Six software is used to elevate, test and monitor employee awareness and modify unwanted behaviours. The result for clients is more resistance to the techniques and tactics used by attackers, and reduced losses due to human errors.



Technology research firm **Gartner Group** has estimated that Information Security Awareness (ISA) currently represents almost a £1.0 Billion market annually, and can be expected to grow 13% year-over-year. Computer-based training such as that offered by Hut Six is the largest single segment of that ISA market, representing more than 25% of the total.

Commenting on the success of the funding round, Simon Fraser, Chief Executive Officer at Hut Six, said that “Over the last two years we have hit the commercial milestones established at the time of the seed investment round for the Company. We are now entering a significant growth phase. The fact we have secured investment from existing investors who have chosen to exercise their rights as well as attracted new investors who also believe in what we are doing, is a strong endorsement for the progress we are making.”

The Development Bank of Wales, Wesley Clover, the Welsh Government, the Waterloo Foundation and individual angels are now all stakeholders in the company, sharing an ambition to create a cluster of thriving south Wales-based software companies.

The investment by the development bank is the latest of three deals made in companies emerging from Alacrity UK, investing previously in Learnium and Talkative.

Dr. Carl Griffiths, the technology seed fund manager for the bank, believes closer partnerships with investors like Wesley Clover and Alacrity are needed to help grow the Welsh technology sector. Remarking on the latest investment, he said: “One of the aims of the bank is to provide finances for early stage technology companies with the potential to expand rapidly and generate new employment in the area. Hut Six matches this criteria. The company is working in an important growth area in the ICT and cybersecurity space, and we are pleased to work alongside them and other investors as they engage in their latest expansion phase.”

This is an exciting development for Hut Six, and we look forward to many more.
hutsix.io



INSIGHTS INTO AI INVESTING FROM ALACRITY GLOBAL

Artificial Intelligence (AI) is a strong trend today in terms of technology innovation, start-up company focus and investment firm interest. Much hype can be found in the typical investment pitch-deck being circulated. But the term “AI” has become so common, even overused, it can often be misleading and unnecessary as a value-add to these materials. It does not always help in assessing the value of an early stage company.

The commercial market for AI is still in its early days, but it will no doubt continue to develop across multiple business sectors, and in some cases do so rapidly. However many companies exaggerate their AI proficiency and product capabilities. A clear understanding of the innovation and disruption potential of the technology is a core element driving investor interest, particularly in an emerging field such as AI. The complexity of the AI landscape continues to grow and the field is sub-dividing into different areas (Advanced AI and more advanced Analytics, for example). Therefore, different approaches are used for determining AI technology and start-up value, and these are blended with traditional valuation criteria of company performance to date, customer adoption, churn rates, leadership and team attributes, etc. The following are some examples.

Class of AI

AI Class is a means of categorizing the focus of business activity for the start-up. It helps simplify the AI landscape somewhat, suggesting the way in which the technology will be used by customers. It also points to the way that technology will be acquired by customers, and therefore the way in which it will need to be brought to market. Here are some general classes:

Business Process Class

AI used to enhance business operations — by automating manufacturing processes, for example. This form of AI is used primarily in an organizational support capacity, to lower costs or increase efficiencies.

User Class

AI used to increase business user or team effectiveness — by analyzing customer data in real time to improve an offer to a retail customer, for example. This type of AI is integrated into existing applications or offered incrementally,

extending user capabilities, speeding processes or improving results generated.

Platform Class

AI offered as tools to build custom applications for or by a customer — to create a reseller portal, for example. This class of AI is marketed as a tool set, including architecture frameworks, best-practices, etc. and may or may not be supported by the vendor with professional services.

Classes of AI are not mutually exclusive. A company may offer a hybrid product or service but each class helps frame the nature of the target customer, the market opportunity, the competition to be expected, the cost structures to be planned for and other factors that will influence the value and viability of a new AI company or product. One AI class should not be rated higher or lower than another in isolation, nor should it suggest a strong or a poor investment (i.e., there are market opportunities across all these classes). The final preference, if there is one, will be more a reflection of the investment group objectives.

Market for the AI

The next step in assessing the value of an AI start-up is a deeper dive into the dynamics of the target market, and that all-important competitive landscape. For example, it is important to get a clear understanding of:

- Whether the AI solves a real business problem, and if so, does it do so more effectively and/or more cost efficiently than existing solutions (i.e., is it a “need to have”, or merely a “nice to have”)?
- If it does this, how widespread is the business problem that is being solved? How many true customers are there for the new solution, and where are they (local, global, one industry, across many industries) — what is the Total Addressable Market (TAM), over what period of time?
- If the answers so far are solid, the assumption needs to be that others have seen this opportunity too. Who are they, where are they, how mature are they, how deep are their pockets or those of their backers, etc.? And again, what will be the competitive differentiation for the new solution?

- What are the barriers to entry for new players looking at this same space? Is there valuable Intellectual Property (IP) in the new solution that will maintain differentiation for the start-up? Is that IP protected, by patents for example? More on this in a moment.

This list could go on easily. And while these questions apply to any technology assessment, they are particularly relevant when talking about an emerging innovation such as AI, to avoid getting caught in the early-market hype and assuming undue risk in the investment.

AI Assets in the Organization

Depending on the degree of technology development, the start-up will have a level of AI 'assets' that can be factors in a final valuation process. The deeper the company is embracing AI, such as those in the AI Platform class, the more value these assets may hold. For example:

- As the AI field has limited specialists or experts to date, is there a team of AI developers and other professionals managers in the company? Are they committed believers in the direction of the company and product? If so, that can represent considerable value. If not, what is the source of the AI expertise in the firm? Are there external subject matter experts and training materials available, and are they committed, repeatable, etc.?
- To the earlier point, what is the extent of the Intellectual Property under ownership? Are there patents under way or in place? Is the technology/ solution set differentiated and protected/defensible? Do these assets create barriers to entry for competitive solutions? Being able to answer 'yes' to as many of these questions as possible plays well into valuation discussions. On the other hand, if the solution relies on outsourced Machine Learning algorithms, for example, it does not create a stronger case for valuation when those same AI assets are available to, and under the control of, others in the market.
- Who owns the data the AI product is leveraging, and under what policies, permissions and rights is it being used? From whom/how is it being sourced? Clean data is a critical element of AI application functionality.

By extension, this makes data and data sources valuable assets for a company.

Resulting AI Score Card

Based on the preceding, determining an AI investment valuation can be more subjective than objective. The goals, timelines and priorities of the investor can carry more significance than in other technology due-diligence exercises. But in an effort to take more of the guess work out of the process, the following score card is an example of a tool that can help capture and rank the resulting data during an assessment.

Company, AI Class	Company 1	Company 2	Company X
IP			
Market Disruption			
Competition			
Team			
Training			
Data Resources			
Other			
Total			

Subjective Ratings: 1 = minimal value
 2-3 = marginal/average value
 4 = clear added value
 5 = best in class

Closing Thoughts

Artificial Intelligence is in the early stages of commercial application, and given the technology and human resources needed to become a fully established AI company, it is likely a start-up has several more steps to take on that journey. It is also likely they are using AI technology either sourced openly or developed elsewhere to augment a software product rather than craft something completely innovative, and there is nothing wrong with that. The assessment process outlined in this article is merely one starting point for investment discussions. And all of these factors will continue to evolve and mature as the technologies and markets inevitably do as well.

alacrityglobal.com 

SOLACE “EVENT HORIZON” WILL SIMPLIFY EVENT-DRIVEN APPLICATIONS



Portfolio firm **Solace** announced recently a set of new products, partnerships and community-building efforts called “Event Horizon” that are designed to give large organizations everything they need to transform the applications that underlie their business operations and customer interactions into ones that function in real-time and are “event-driven”. In effect, it is a next-generation digital innovation program.

Event-Driven Applications?

Event-driven means that the flow of the application is determined by events such as user actions (mouse clicks, key presses), sensor outputs or messages from other programs or threads. In other words, these applications perform actions in response to user or other input. This is an evolution of the more traditional, more limited application architecture which uses Application Programming Interfaces (APIs) to exchange what are known as RESTful synchronous, request-reply interactions to perform tasks.

This difference makes event-driven applications more agile, extensible, robust and scalable. They leverage an IT architecture where events from one application can be routed dynamically to any other, in real time, no matter where these applications are deployed (no cloud, private cloud or public cloud). Architectures of this sort have been proven, but mostly in high-demand environments such as capital markets, gaming, payment systems and early IoT applications,

where the need for flexibility, speed, accuracy and reliability are mission critical.

Now, however, the convergence of cloud computing, mobile devices, IoT advances, microservices design and other IT trends are making those same attributes essential for all businesses. Because they react to things as they happen, event-driven applications can deliver a better customer experience, a better partner experience, or enable an enterprise to realize operational and cost efficiencies they couldn’t otherwise achieve. It is no surprise then that an ever-growing number of enterprises are embracing event-driven architectures as part of their digital transformation plans. Unfortunately, many are adopting these architectures for select use cases only, with a piecemeal approach rather than a clear vision for enterprise-wide event distribution.

The Event Horizon Program

The team at Solace is convinced that ‘events’ will become the life-blood of the modern enterprise. For this to happen, they will need to flow freely across all environments and components of the digital enterprise, which increasingly is distributed. Event Horizon is the comprehensive, strategic new program designed to enable this evolution. The program consists of four key elements:

- The first full-featured event management platform, called PubSub+.
- A community-building, thought

leadership and training program called Event Academy.

- Strategic partnerships with leading enablers of enterprise-scale event-driven systems.
- Contributions to open source development frameworks such as AsyncAPI and Spring Cloud Stream

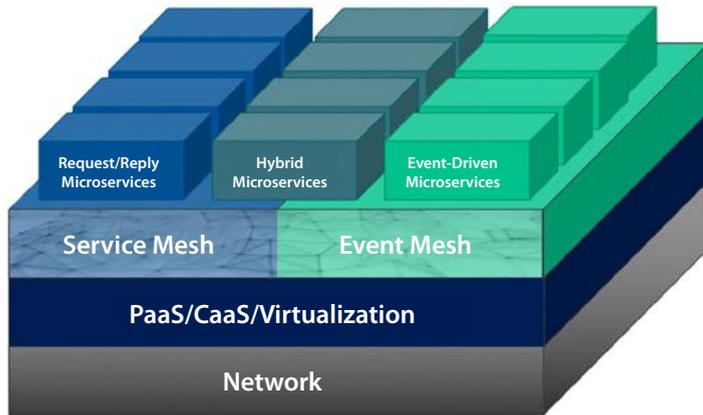
PubSub+ is a complete event streaming and management platform that helps enterprises design, deploy and manage event-driven architectures across hybrid cloud, multi-cloud and IoT environments. The “+” in PubSub+ means it supports a wide range of message exchange patterns beyond publish/subscribe, including request/reply, streaming and replay, and different qualities of service, such as best effort and guaranteed delivery. In addition, PubSub+ Event Broker is the only unified event broker technology available as run-anywhere software, purpose-built hardware and a managed service that can be used together to stream events across a distributed enterprise.

Scaling to ‘Event Mesh’ — a Next-Generation Digital Framework

Larger enterprises will then need a central nervous system to quickly, reliably and securely move events from where they are occurring to where they need to go within the application environment. This central nervous system is what Solace refers to as an Event Mesh — a new layer in the IT architecture that is enabled and managed by a

“The tools available to help developers and architects create and leverage events just aren’t at the same level as those in the rest space. The event management tools we’re adding to our platform will make it easier for developers and architects to build, deploy and manage large numbers of events and event-driven applications.”

— Shawn McAllister, Solace CTO



network of interconnected event brokers within the PubSub+ platform(s). An Event Mesh lets enterprises support the smallest of microservices deployments through to extended applications in a hybrid cloud, all in a governed, robust, secure and well-architected manner. An Event Mesh can connect any event source to any event handler no matter where they are deployed. It enables the integration of legacy applications, data stores, modern microservices, SaaS, IoT and mobile devices — dynamically and in real-time. An Event Mesh gives application developers and architects a foundation on which to build and deploy distributed event-driven applications wherever they are needed.

Technology Supported with Education and Partnerships

As part of this initiative, Solace is supporting these new products with a focused education program. Called Event Academy, the program offers thought leadership, best practices and other learning materials to educate organizations on how to implement

event-driven architecture into a successful digital transformation strategy.

“Our customer base and field team include some of the foremost experts on event-driven architecture — architects who have designed the most robust, highest volume event distribution systems in the world, and built event-driven applications that deliver tremendous value in capital markets, connected vehicles, smart cities and more,” said Jonathan Schabowsky, senior architect in the Solace Office of the CTO. “Event Academy will connect those individuals with the broader enterprise IT community so other architects and developers can become experts in event-driven development practices.”

Solace is also partnering with leading providers of event-related services and technologies to develop joint solutions to the challenges of building event-driven systems, and the company is working with systems integrators to help customers successfully implement event-driven architecture. And

as the fourth pillar, if you will, in the Event Horizon initiative, Solace is contributing to the development of open source frameworks like AsyncAPI and Spring Cloud Stream that are important parts of the event-driven landscape. Solace is a platinum sponsor of AsyncAPI, and has provided a Spring Cloud Stream binder that lets Spring applications connect to a Solace-based event mesh. Solace is also contributing a Spring Cloud Stream code generator for AsyncAPI so developers can quickly and easily reap the rewards of event-driven architecture.

“Forward-looking organizations want to improve the agility and performance of their IT and IoT systems by connecting applications, cloud services and devices in an event-driven manner, instead of relying solely on request/reply interactions,” said Holger Mueller, VP and principal analyst, Constellation Research. “To do so at enterprise-scale, they’ll need the kinds of expertise, frameworks and tools that already exist in the area of RESTful APIs. We’re glad to see Solace commit to advancing the state of the art in this area.”

An ambitious and visionary undertaking for a key member of the Wesley Clover technology portfolio. ***We look forward to bringing further updates as the program gains momentum. solace.com***

“Our customer base and field team include some of the foremost experts on event-driven architecture — architects who have designed the most robust, highest volume event distribution systems in the world ...”

— Jonathan Schabowsky,
Senior Architect, Solace Office of the CTO

Lota.Cloud – Helping Reduce Cloud Chaos and Sticker Shock

No one would deny the growth of cloud computing over the last decade. The concept of computing equipment and applications being hosted by third-party providers in off-site data centres around the globe (i.e., “in the clouds”), all accessed via the Internet, seemed worrisome to many when first proposed, but has since been proven and adopted worldwide by customers large and small. In September 2019, research firm Gartner reported that the global Infrastructure-as-a-Service (IaaS) market, the technology backbone that is the cloud computing environment, grew 31% to total \$32 Billion in 2018.

One of the primary drivers of cloud computing is that it allows companies to create and deploy new applications rapidly and cost-effectively, taking advantage of the latest technologies without the need to own and maintain their own platforms or have access to teams of IT experts. However, this new business model can generate friction for business managers, particularly in the areas of expense management and control. Indeed, cloud providers often have complex price lists that don't fit elegantly into all business budgets.

For example, pricing is often based on a ‘pay-as-you-go’ system, requiring only a credit card to activate. While this can be convenient on one hand, the ease of access to the cloud services offered can make the resulting monthly bills fairly random — and not what finance groups and budget planners/managers prefer.

The need for constant monitoring to gain greater control over cloud expenses was identified as a problem by one of the initial product teams in Alacrité France during the bootcamp organized in Kanata by Wesley Clover earlier this year. Through subsequent discussions with key members of the Alacrité global ecosystem, the team was increasingly convinced there was a business opportunity here. They then spoke with several European companies who further confirmed the difficulties they were experiencing in understanding and controlling what they spend in the cloud. They encouraged the team to create a solution to help, and **Lota.cloud** was born.



Jump ahead and the company has created a platform with basic cloud analysis and control capabilities, and is now refining the cost optimization features. This stems from comments by those same test customers who said they were not able to identify wasted resources easily. That point was validated again by data from Gartner which shows that about 35% of contracted cloud services are currently underutilized — especially in companies using services from multiple cloud providers, which is an increasing trend.



The new Lota.cloud dashboard consolidates cloud expenses from multiple providers — Amazon, Microsoft, Google and France-based OVHCloud. It provides customers with a 360° view of their cloud infrastructure and the associated monthly costs. Features such as detailed cost analysis, budget management, threshold alerts and reports are under final development and Beta customer testing. These will round out the first product offering from the company and should be available soon.

Lota.Cloud has been incubated in Alacrité France over the last year and a half, and was officially registered as a company in August. The team has raised seed money from several initial investors and are well positioned within the Alacrité global ecosystem to move forward in one of the more dynamic and attractive business markets today. ***More information can be found at lota.cloud***





INITLIVE HELPS THE BAND PLAY ON

The annual Academy of Country Music Awards (ACMA) took place at the MGM Grand in Las Vegas earlier this year. It is one of the largest annual awards shows in the world, staging a full weekend of events to acknowledge the best industry performers of the year and also to help raise funds for worthy causes. The success of the event this year fell in large part on the shoulders of an events management team of 20 staff and more than 500 volunteers.

“Every year our event is more dependent on volunteers. The program has grown to have a great reputation in our organization”, said Sheri Piecuch Vyfvinkel, ACMA Volunteer Manager. “InitLive has a lot to do with that.”

The ACMA team has been a satisfied customer of portfolio company **InitLive** since 2016. The software provides the team with custom registration forms that give a great first-impression to new volunteers and make it easy for staff to vet volunteers and assign them to positions where they will perform the best. “A volunteer manager must understand all aspects of the event to ensure people are put in roles where they will be successful and represent the brand the way we need,” said Sheri. “A simple thing that took a couple of hours before takes me five minutes now with InitLive.”

ACMA volunteers now have the information they need for their shifts right at hand, on their smartphones, resulting in fewer questions, misunderstandings and no-shows for management to handle. Prior to InitLive, Sheri and team were on the phone constantly, texting volunteers, responding to questions or concerns, and adjusting staffing to deal with absentees. Clear communications were often difficult for all involved. “Now almost everyone shows up knowing exactly what they’re going to do,” said Sheri. Team leads posted in various locations used the InitLive mobile app to check schedules regularly, monitoring who should be starting or finishing a shift, and checking-in new volunteers on the spot. Not a single volunteer goes unaccounted for.

It is typical for logistics and requirements at events to fluctuate, and volunteer managers have to respond to such changes quickly — sometimes with little notice. And the ACMA has multiple events and activities taking place at any given time, so these challenges are compounded. “It’s like a puzzle where the pieces keep moving,” says Sheri. She believes the keys to success are a team of volunteers with the right skills and attitude, and a tool that provides the ability to communicate information in real-time so everyone knows what’s expected of them especially when

things change. With InitLive, the team made modifications to schedules on the fly, managed all conflicts and gaps, and identified issues proactively, before they impacted the event.

Because volunteers can get questions from everyone — fans, guests, artists — organizers also included as much show information as possible in the InitLive mobile app. “It takes me literally just minutes,” Sheri commented. And it all contributed to another outstanding weekend event this year. Final stats showed more than 520 staff and volunteers in action, covering 415 different shifts and totalling more than 2000 hours of hard work. As noted, there was not a single volunteer no-show. According to management estimates, there was a dramatic increase in overall team productivity and communications, and roughly 50% less administrative work. And this reduction in operating costs translated into more money being routed directly to the charitable cause.

That is a tangible customer benefit, and the team at InitLive could not be more pleased ... initlive.com



ECHOSEC CONTINUES TO RAISE ITS PROFILE

The past Quarter saw portfolio company **Echosec** make solid progress in terms of PR and partnerships in the areas of Digital Risk Protection and Threat Intelligence. The platform offered by the company combines data monitoring and automated response procedures that alert organizations to online material that could represent a risk to their business. By gathering and extracting data from online sources that include the [Darknet](#) (the hidden, illicit side of the Internet), the software exposes the broadest range of threatening activities and provides the data that is most relevant for security teams and public safety organizations.

As emerging leaders in this area of cybersecurity research and development, the team at Echosec are now often called upon for comment on industry developments and

storylines. Executives at the company have responded recently to interview requests from:

- CBC
- Betakit
- Loss Prevention Magazine
- Canadian SME Magazine
- Chief Information Security Officer (CISO) Magazine
- Financial Post

This industry leadership position also led to some new partnerships for the company. [Webhose](#) is the leader in turning unstructured web content into machine-readable data feeds. Under a new agreement this Quarter, Webhose data will now be used to improve the ability of the Echosec platform to detect cybersecurity threats that are targeting physical assets, information and individuals. This will enable clients to search the hidden web even more quickly and efficiently, and filter data found there

by category, date, originating URL, author and other advanced filters. These features will place clients at the leading edge of such cybersecurity defenses.

The company continued to see strong growth on most metrics over the Quarter, including in contract numbers and individual values. This resulted in the need for further non-dilutive operating capital. [TIMIA Capital](#) was selected to assist, and provided an attractive new \$2.0M financing facility to work with. The team at TIMIA has been a valued partner of the company for several years now, and once again we thank them for their expertise and help. And with this financing vehicle in place, the company is well positioned for continued growth as we move through the next Quarter. *Look for another update in the next issue of Q. [echosec.net](#)*



PRONTOFORMS – Mobile Forms for Field Service Automation

PRONTOFORMS ACHIEVES VALUABLE GARTNER GROUP RECOGNITION

The past months at **ProntoForms** have been busy. Among the more significant developments from a marketing and sales perspective, the company was recognized in the [Gartner Magic Quadrant](#) for Enterprise Low Code Application Platforms (LCAP). Gartner is one of the most trusted research groups in the technology industry, and this “third-party validation” for the ProntoForms platform provides valuable market credibility. More than 200 companies that identify as LCAP were evaluated by Gartner during the exercise. Only 18 were recognized on the Magic Quadrant (MQ) — ProntoForms is pleased to be counted among that top nine percent.

ProntoForms is the only enterprise LCAP on the Gartner list that is designed exclusively to automate field service tasks. The MQ

The Magic Quadrant recognition means the product is not only best-in-the-field, but best-in-class as well.

recognition means the product is not only best-in-the-field, but best-in-class as well. The platform enables enterprise operations teams to craft custom, contextual applications and workflows driven directly by those who understand the processes and needs — the field technicians themselves. ProntoForms software integrates with leading Field Service Management (FSM) solutions and multiple back-office systems, and enables the creation of workflows that are 100% digital. The results include more

empowered and more productive field personnel, able to collect greater amounts of data in a more accurate manner.

Beyond improved operational performance, customers can leverage this improved field data to feed other applications — for example, to make better use of machine learning and artificial intelligence (AI) technologies that rely on very ‘clean’ data to work their magic. A major gas and electric utility customer in the United States has begun doing just that. The data their field technicians now collect on their mobile devices includes a measure of the corrosion on the meters they are responsible for reading. That added data set is then fed into an AI-enabled analysis engine that determines optimum preventative maintenance schedules for those important meters — an extended and valuable benefit driven by ProntoForms software. [prontoforms.com](#)





AUTONOMOUS VEHICLE TESTING ON THE FAIRWAYS



Instead of gas or electric golf carts, it was innovative new autonomous ‘pods’ that were seen travelling the cart paths of **The Marshes Golf Course** over a one-week period this past August. Together with the **Brookstreet Hotel**, the facilities hosted the first **Ottawa L5** trial of this exciting new transportation technology, enabling the public to experience a Connected and Autonomous Vehicle (CAV) operating in autonomous mode within a safe yet varied environment.

The Ottawa L5 “Ride the Pod” trial, an important early step in the journey to safe, proven autonomous vehicles for a variety of applications, was coordinated by local economic development agency **Invest Ottawa**, autonomous pioneer **Aurigo**, the Kanata North Business Association and other partners. More than 350 members of the local community were invited to ride in the self-driving vehicles over a custom route around the golf course. The route was designed to test and showcase the capabilities of the latest technologies, and

included hills, a tunnel, narrow tree-covered bridges, and many twists and turns.

“What a great project to host here at Brookstreet and The Marshes,” said Nyle Kelly, General Manager of the two properties. “The autonomous Ride the Pod trial was a first for Kanata North. It was truly a unique and enjoyable experience, and I’m pleased that the public, perhaps not surprisingly, showed such interest. The hundreds of seats available for the test were claimed almost overnight.”

Following the trial, Brookstreet hosted CAV19, the 2019 Connected and Autonomous Vehicles conference. The event brought together hundreds of Canadian and global stakeholders from the CAV ecosystem to discuss current and emerging technologies driving the connected and autonomous vehicles industry forward at considerable pace. ***We certainly look forward to the next exciting developments on this journey ...***



L-SPARK CONTINUES TO HIT THE ACCELERATORS

L-SPARK hosted their SaaS Roadshow in four Canadian cities (Ottawa, Toronto, Montreal and Waterloo) over the past Quarter. The primary goal — find the next B2B SaaS ‘unicorn’ in Canada. No small feat, but it is always best to aim high!

Over the course of the Roadshow, the team heard business pitches from hundreds of start-ups focused on a number of industry sectors, including SaaS, AI, cybersecurity, IoT, deep technology and FinTech. Adhering to an established process, once the application period closed, the L-SPARK team created a shortlist of companies who were then invited to participate in a “pitch-prep” session — a workshop to help refine those initial pitches — as preparation for the key Selection Day event held at the Brookstreet Hotel.

Selection Day brings up to 30 of the top VC and angel investor groups in Ontario and Quebec together to hear the polished pitches from the shortlisted start-ups, and vote on those most promising. From that vote, 6-8 companies are chosen to join the next Accelerator program. The latest Selection Day welcomed six eager new firms

to the L-Spark Fall 2019 SaaS Accelerator cohort. Details on each can be found on the L-SPARK [website](#).

In parallel with this exercise, the team has been busy forging new partnerships. L-SPARK and Queen’s University in Kingston Ontario **recently announced an initiative** to support women-led companies and women in technology, through a specifically designed Accelerator program.

The Secure IoT Accelerator — announced recently with partners TELUS, BlackBerry and Solace — welcomed four companies into the first cohort. Those four companies were Flosonics Medical, Platoi Industries Inc., Canscan and the Canadian Internet Registration Authority (CIRA).

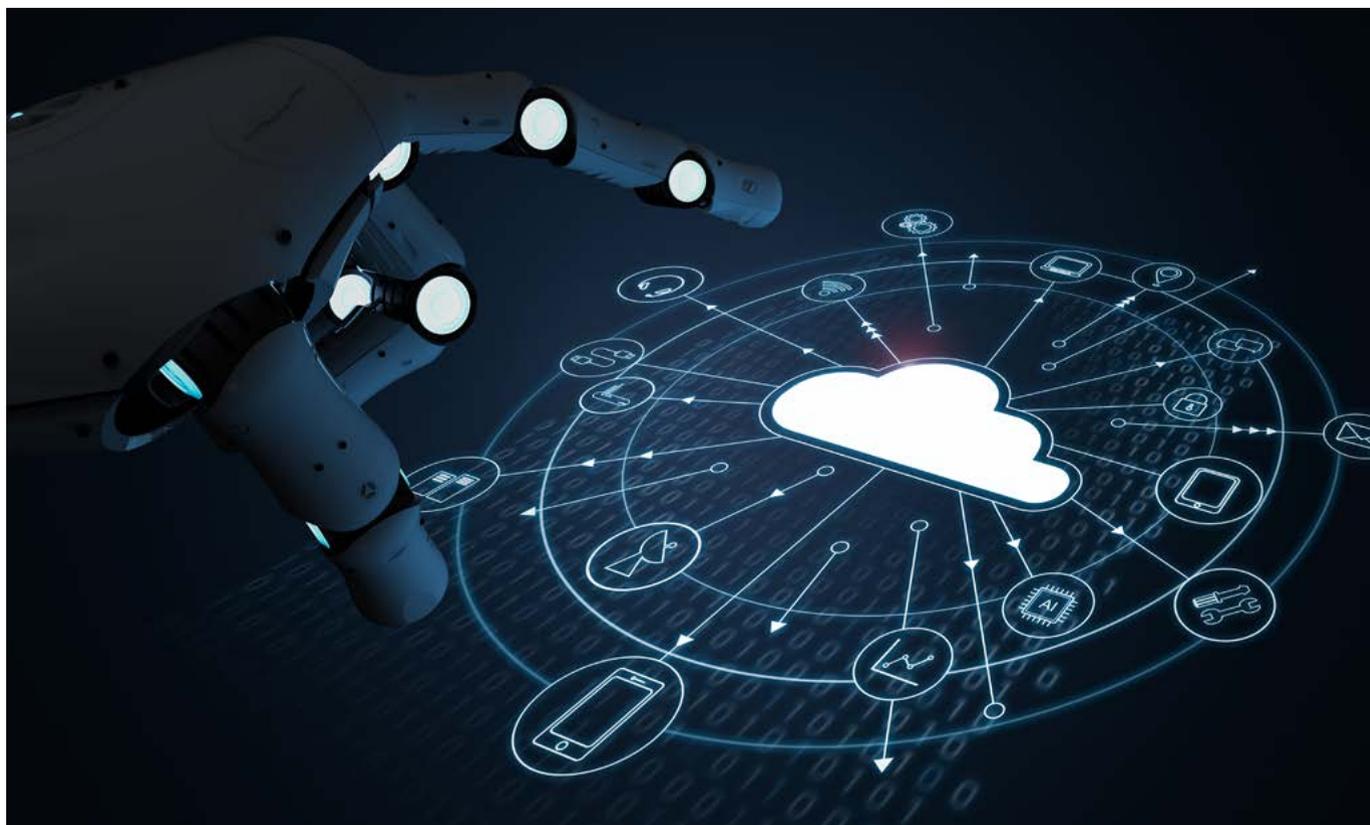
Flosonics Medical is developing non-invasive sensors to improve the management of critically-ill patients. Platoi offers a scalable and easy-to-use solution for pipeline operators to assess and manage the external risks along millions of miles of pipelines in North America and beyond. Canscan is using artificial intelligence to identify and report issues such as structural damage to shipping containers. And CIRA develops and implements policies to support the Canadian Internet community, and represents the .CA registry globally. Again, more information can be found on the [website](#).

L-SPARK also continues to work closely with BlackBerry to launch the second cohort of the BlackBerry/L-SPARK Corporate Accelerator, which will focus primarily on the connected car. Applications are open for this Accelerator now, and the next program will start before Christmas.

Plenty of exciting activities to keep the team busy, indeed. Look for continued updates in Q. l-spark.com



Members of the L-SPARK management team (l-r): Leo Lax, Erin Blaskie, Pat White, Elza Seregelyi



AIRVM REBRANDS AS HYALTO – ALL ABOUT DATA-DRIVEN INSIGHT

Portfolio company AirVM was busy updating more than their product platform over the last Quarter. The company has adopted a new corporate brand as well, being known as **HyAlto** moving forward. And HyAlto is all about the cloud, particularly multi-cloud environments in which, as discussed earlier in this report, enterprises want to source services from different cloud providers for the best combination of performance and price.

With multi-cloud, enterprises need the visibility to ensure their usage is right-sized and aligned with business priorities. The HyAlto platform provides Managed Service Providers (MSPs), Cloud Service Providers (CSPs), and their enterprise clients with an automated, scalable, cloud-agnostic toolset and easy-to-use dashboards to address these needs. The company has go-to-market partnerships in place now with leading cloud service providers VMware and Veeam, and

has additional agreements pending that will extend their ecosystem.

The cloud and Artificial Intelligence (AI) also make for good partners. Capturing crucial, accurate data and unlocking its full potential is central to what the HyAlto platform does, and what the emerging field of AI applications is all about. For example, the reports generated through HyAlto can be supplemented with custom AI algorithms to track, in real-time, resource utilization across all workloads that an end client is running in various clouds. This helps the MSP/CSP identify cost optimization opportunities for the client, as their trusted cloud advisor. And while security and other factors are key objectives for clients, the recurring theme is that cloud cost control is driving business plans. HyAlto offers recommendations on where best to place workloads to achieve this cost control.

That said, as a cloud monetization platform, HyAlto is also designed to help partners increase profitability. Work is under way to build an online MSP/CSP marketplace, where new services can be ordered, existing ones adjusted, industry trends and developments can be shared and more. Monitoring and analysis can be shared with the community as a whole to help suggest, for example, new revenue and upsell opportunities.

The MSP/CSP and their end user client communities matter equally to HyAlto. The company is working hard to ensure both are provided with the multi-cloud platform they need. hyalto.com

HYALTO

Wesley Clover Parks Wraps Up Another Very Busy Summer

As is now the norm, the summer season of programs and events at Wesley Clover Parks was a very busy time once again. Here are a few of the highlights:



CAMP

- Reservations at the Campground were strong throughout the season, aided in part by the online reservation system which was deployed this year. With operations now winding down, the number of guests has surpassed that for 2018, and the team has knocked it out of the Park once again!
- With the close of camping the facility will shift to off-season activities. For example, set up will begin shortly for the annual Magic of Lights Christmas display. Over the last three years, this seasonal feature has generated more than \$100,000 for the Ottawa Senators Foundation, the charitable partner who empowers children and youth through physical and mental wellness programs. Expectations are high for another engaging and successful event this year.
- Park partners the Kanata Nordic Ski Club and Orienteering Ottawa will also be ready to launch their winter programs in the Campground as soon as the inevitable snow starts to fly.

FARM

- In partnership with Gees Bees Honey Company, shares in the Community Supported Pollination Project sold out once again. This hive-share program allows community members to buy a portion of a beehive and receive jars of local honey at the fall harvest. Hive 'owners' get to tour the hives, meet the bees and collect their honey (apparently an outstanding harvest this season) during "Bee Day" which took place earlier this fall.
- The Parks hay fields were particularly productive this year. The maintenance team took advantage of all the dry weather between scheduled events to bring in more hay than ever. There was enough to feed the Parks horses (and Zak the donkey as well) and also sell some surplus to local farms.



GATHER

- Wesley Clover Parks hosted the second annual National Capital Car Show, presented by Mark Motors Group, during the Quarter. Featuring hundreds of cars and trucks, contests, family activities and live entertainment, the event had something for everyone. More than 450 exhibitors and more than 3000 members of the public took in the show, and are eager to return again next year.
- The Parks hosted the RBC Race for The Kids in September. The event welcomed more than 2,200 participants and raised \$371,423 for mental health programs at CHEO, the local children's hospital.

LEARN

The Ottawa Forest and Nature School conducted another full season of children's programs over the summer. The dedicated team and the unique location at the Parks helped the School grow for the sixth year running. Since inception in 2014, the programs have provided outdoor play and learning for more than 1,500 children, families and educators annually across the Ottawa region.

PLAY

The athletic fields welcomed thousands of players to the site through partnerships with West Ottawa Soccer Club and Ottawa Sports and Social Club. They will keep playing as long as weather permits ...

RIDE

- Lessons at the Ian Millar School of Horsemanship showed no sign of slowing down this season, with yet another fully booked schedule and a wait-list. Riders with the WCP Equestrian show team had a busy season as well, and succeeded in qualifying nine riders for the important Trillium Championships.
- The Ottawa Equestrian Tournaments (OET), a now world-class series of show jumping events, marked the fifth anniversary and continued its impressive growth this year. Combined, the three tournaments hosted more than 1,600 horses and tens of thousands of spectators.
- A new feature of the two-week OET — the inaugural Ottawa Special Events Spurs & Sparkles Soirée — raised approximately \$50,000 for the Ottawa Regional Cancer Foundation with generous contributions from more than 350 guests. The evening combined entertainment, prizes and local craft brews paired with delicious food provided by the Brookstreet Hotel. The unique Get Up & Gallop event teamed corporate leaders in golf carts with distinguished equestrians on horseback to complete an obstacle course in the shortest time. Guests bet on their favourites, and all proceeds went to the great cause.
- The OET will be expanded further for 2020, covering five weeks of competition that includes three National and two International events. ***Stay tuned for more news on this and other Park developments as we wind through the off-season ... wesleycloverparks.com*** 🍎





Contact Us

PRINCIPAL COMPANY INDEX

* Featured in this issue of Q

Aydanaya - aydanaya.com

Alacrity Canada - alacritycanada.com

Alacrité France - alacrite.fr

Alacrity Global* - alacrityglobal.com

Alacrity India - alacrityindia.com

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Marshes Golf Club* - marshesgolfclub.com

Martello* - martellotech.com

Mydoma Studio - mydomastudio.com

Persona - personajobs.com

Pisano - pisano.co

Pretio Interactive - pretio.in

ProntoForms* - prontoforms.com

SaaSquatch - saasquatch.com

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Tutela* - tutela.com

Twentify - twentify.com

Volunteer Space - volunteerspace.co.uk

Wesley Clover Parks* - wesleycloverparks.com

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