

## 2018 Oregon Technology Award Application Questions

### Submission for: Technology Company of the Year—Enterprise Level (\$100 million+)

#### Company of the Year by Revenue

- 1. Briefly describe your company and what makes the product or service you provide unique in your market.**

Headquartered in Portland, OR, Viewpoint is the leading global provider of integrated software solutions for the construction industry – helping contractors to digitize operations and transform their businesses for increased productivity, lower risk and higher margins.

Our solutions help more than 8,000 customers connect the office, with project teams and field operations and effectively collaborate across the broad construction ecosystem, including company owners, general contractors, subcontractors, project managers, architects, engineers and more.

Our innovations are helping transform construction industry by aligning financial and HR systems, project management tools and mobile field solutions to minimize risk and increase efficiency. With clients in 28 countries, we serve more than 46 percent of the ENR 400, e.g. the top 400 contractors in the U.S., and more than a third of the ENR 600.

- 2. Briefly describe your company's overall competitive advantage over your strongest competitors.**

Our biggest competitive advantage is in helping contractors connect operations across their office, team and field natively. While there are many "bolt-on" point solutions in the construction market (often leading to app chaos and integration challenges), Viewpoint is able to integrate people, processes and technology across a contractor's back office, extended project teams and field operations.

Our biggest competitors are, quite simply, not entrenched in the construction space. They do not bring the experience that comes with 40 years of serving the technology needs of the construction industry to their product development or services divisions. Many have solid ERP solutions, but without the components to connect the various parts of a customers' operations to increase visibility or risk — or they lack the needed industry expertise.

And customers agree. A sampling of their corroborating feedback includes (please contact us for permission before using publicly):

- “The fact that Viewpoint is construction-focused and aligned with our culture of innovation and improvement really set them apart.” — CORE Construction
- “We wanted accounting and project management functionality to share the same data and have one source for accurate information. With Viewpoint's Vista, we can address issues before they become cost.” — Sunland Asphalt

- “Using Viewpoint’s Vista has resulted in a reduction in the time needed to close our month-end, and improved efficiencies in processing transactions both on the finance/accounting side and the project management side. As a result, we’ve seen savings equivalent to almost one full-time employee.” — Joseph J. Albanese, Inc.

And this is just the beginning, as we continue to invest in meeting customer needs faster. We continue to innovate and scale at a pace unmatched by competitors. In 2017, we increased R&D investment by 28 percent in comparison to 2016.

In July of 2017, we acquired a solution to fit the needs of the SMB market with the addition of Seattle-based Dexter + Chaney in 2017. We brought on roughly 1,200 additional clients, additional talent and expertise and Viewpoint now has the largest construction-focused ERP and project management software development organization in the world. This acquisition has been a huge success, with all functional areas now fully integrated with Viewpoint and the Dexter + Chaney flagship product Spectrum achieving nearly 80 percent year-over-year booking increase since the merger.

Additionally, we are hiring in many critical areas, including software engineering and development, quality assurance, support and sales.

- 3. Describe how your company measures customer satisfaction and describe your progress on this measure. Your description could include strengths in relation to key customers and partnerships, and perceived value, testimonials, success stories, length of relationship, etc.**

At Viewpoint, we partner with our clients to ensure their business needs are consistently being met, working with them to deliver the technology solutions they need to achieve success and growth. Viewpoint actively engages its clients through focus and user groups, our annual 2,000-plus attendee user conference and training events, road shows, product beta testing and more where we are able to solicit clients’ needs to directly influence product development and technology delivery. Quite simply, our solutions are built with our clients’ needs in mind.

“Viewpoint continues to make improvements/enhancements to their product, is perfectly tailored to the construction industry and can be configured for any type of construction.” — *Barbara Angell, controller, Sanford Contractors*

Beyond product delivery, we strive to earn clients’ trust as a resource partner. We measure customer satisfaction using a monthly NPS (Net Promoter Score) survey. Viewpoint’s client services department manages all of our customer support interactions, and in the last two years the company has been laser-focused on improving response and resolution times—to great success. Customer support response times have been reduced 70 percent, while resolution times have been reduced by 50 percent. We have also greatly reduced implementation times for solutions and services over the past year. Perhaps the ultimate proof point of customer satisfaction is the fact that Viewpoint has a 97 percent annual customer retention rate – off the charts for any enterprise B2B software company.

### **Building Relationships**

As an example, after transitioning to our flagship enterprise ERP Vista from a legacy system, Memphis-based Lehman Roberts Company had roughly 30 users working daily on the new software. As Lehman

Roberts Vice President Patrick Nelson explained, many of those users had some questions that other vendors might consider “silly.” But Viewpoint takes the time during every implementation to fully train users and ensure that business needs are met.

“With Viewpoint, there are no bad questions. I’m always very impressed with the team’s patience and the insistence on putting the customer first.” —Patrick Nelson, Vice President, Lehman Roberts Company

Viewpoint maintains a robust account management team that owns building and maintaining tight customer relationships to ensure client satisfaction and success. Account managers forge long-lasting relationships with clients, meeting regularly with them to ensure their needs are met and technology continues to drive their individual success stories. Because of this attention, nearly 50 percent of Viewpoint’s clients have been with us for a decade or longer.

Viewpoint also provides a vast array of resources for its clients, including online training and education, customer newsletters, user groups and message boards and an advocate and collaboration network for Viewpoint clients.

Additionally, the company maintains an extensive network of technology, software and business partners that allow us to offer the latest tools and resources to our clients. These partnerships further extend the construction universe for our clients, making Viewpoint a one-stop resource for all of their construction management needs. Our partners are committed to Viewpoint’s mission of providing continual innovation for our clients and work hand-in-hand with them to build scalable, sustainable technology solutions to meet their needs.

- 4. Describe how your company measures employee satisfaction and describe your progress on this measure. Please include metrics such as turnover rate and employee participation rates in training or education programs where possible. Your description could also include testimonials, success stories, tenure, employee participation in company sponsored training and development, community service, retirement and other programs, etc.**

Viewpoint is committed to making our company one of the best places to work across all our offices, including our Portland headquarters.

### **Employee Benefits & Growth Opportunities**

In addition to competitive pay and benefit packages, the company provides a number of health and wellness events, including our Summer Step Challenge to help spur employee individual health and activity goals and the Well Bingo Challenge to participate in health and fitness activities to earn health insurance premium credits. Viewpoint also provides yearly flu shots for employees.

Viewpoint supports employee’s family needs, and recently introduced a paid parental leave program—a six-week paid benefit for employees with newborns or newly-adopted children—is applicable to any parent. Viewpoint also promotes “take your child to work” days and actively supports and participates in several community service programs.

Other employee perks include barbecues, team-building events, free beer on “Thirsty Thursdays,” tacos, fresh fruit and donuts on select days, summer hours, and much more.

The company's tremendous growth has it significantly expanding its team—with more than 50 open positions as of this submission in the areas of software development and engineering, quality assurance, support, sales and more. We are also working hard to help develop new talent in the region. In 2017, Viewpoint's intern program helped provide valuable workplace skills and professional development for 11 interns either still in school or recent graduates. Three of those interns were selected for full-time positions. In 2018, Viewpoint is expanding the program to more than 20 interns.

"My internship experience at Viewpoint was tremendously valuable in empowering me to grow as a professional and it also gave me high standard for what to expect out of a work environment. Even as an intern, I truly experienced a sense of belonging within the company and a duty to contribute my very best work," said Samantha Biever, one of the interns selected for a full-time position within the company. "I worked on a team that set me up for success by taking extra time to teach me everything I needed to know about the industry and the organization itself. This kind of environment instilled in me a confidence where I could learn without fear of failure, I could ask questions and practice new things. It gave me a glimpse of the kind of career I hope to have for the rest of my life."

### **Ongoing Employee Training**

Viewpoint runs several "Hire the Best" workshops for managers—five were given in 2017 and more than 60 managers attended. There was a 91 percent employee satisfaction rate with these workshops.

With the significant growth and acquisitions Viewpoint has enjoyed recently, the company has also developed a series of "Working Through Change" workshops for employees to adapt to growth demands, a changing corporate landscape, adjustment to new policies, environments and more.

Additionally, Viewpoint also holds management roundtables with executives three to four times per year with nearly 80 percent attendance rate. These roundtables help develop managerial skills and drive collaboration on key company goals.

The new Viewpoint University was created as an educational and collaborative channel to align Viewpoint's global sales team—many of whom work remotely—on messaging, product information, industry trends and much more, giving them the tools and resources they need to succeed and better connect with clients. This has been a huge hit, with 99 percent of the sales team completing a sales certification playbook, 91 percent completing Salesforce certification, and 71 percent completing a recently-launched cross-selling initiative.

### **Living Our Company Values**

Viewpoint rolled out a new Viewpoint Values program in 2016 to bring awareness to corporate values of Character, Collaboration, Commitment Entrepreneurship and Resilience, which are tied to company goals and employee recognition programs.

For employee recognition, Viewpoint has deployed new employee recognition software to streamline the process of rewarding and honoring employees for significant milestones or contributions to the company and its goals. There are also programs in place to celebrate bringing new talent into the company as well as rewarding existing talent—and a good number of Viewpoint employees have been with the company for a long time, with many having 10, 20, 30, even up to 37-years invested in the company!

Viewpoint employees—empowered by the tools and resources provided to them—achieve higher levels of engagement and success throughout the company. They also have a great deal of pride for both company and community. Viewpoint has proudly supported several community projects and charities in the past year. Among them:

- Rebuilding Together Portland, where more than a dozen employees helped rebuild a local home for a family that could no longer care for it.
- Viewpoint contributed—and employees assembled—hundreds of backpacks full of school supplies for Schoolhouse Supplies, which aids Portland-area schoolchildren whose families cannot afford school supplies.
- Several toy drives were held, benefitting holiday charities like Toys for Tots, the KGW Great Toy Drive and more.
- Early this year (Feb. 20), Viewpoint hosted a Women in Technology networking event and happy hour at its downtown headquarters—connecting more than 200 female technology professionals. Participation in events like this allow all of us to make valuable connections within the Portland tech community.

#### Employment Data:

Provide the following employment data for the past 3 years and projected data for the next 2 years:

	2015	2016	2017	2018	2019
Total Employees	754	676	709	754	792
Total Employees in Oregon/SW Washington	320	320	346	406	426
Total Engineers in Oregon/SW Washington	96	104	109	115	121

#### Financial Data

Provide the following financial data for the past 3 years and projected data for the next 2 years:

	2015	2016	2017	2018 Quarter 1	2018 Quarter 2	2018 Quarter 3	2018 Quarter 4	2018	2019
Revenue	\$143M	\$145M	\$178M	\$44M	\$43M	\$44M	\$47M	\$198M	\$225M
Net Income	(\$3M)	(\$5M)	(\$2M)	(\$0.9M)	(\$0.7M)	(\$0.4M)	(\$0.1M)	(\$2M)	\$3M
EBITDA	\$11M	\$31M	\$43M	\$10M	\$8M	\$12M	\$13M	\$54M	\$59M

**Describe your company's strengths in relation to at least one of the following.**

*This question looks at your company's contribution to your industry, to society or to Oregon and/or the region.*

*Technology Leadership and Innovation*

*Products and/or Services Contribution to Society*

*Community Service*

*Contribution to Oregon's High-Tech Industry*

*Provide any other noteworthy information that can help reflect your company's strengths. List any significant awards or recognition your company received in the last twelve months.*

*The following answers address several different areas, including Technology Leadership and Innovation, Contributions to Oregon's High-Tech Industry and Community Service*

Viewpoint is transforming the way construction companies and contractors across the globe do business by providing leading-edge technology solutions to improve project profitability and visibility, manage risk and effectively collaborate across entire project teams. Viewpoint is much more than a simple software vendor—we are the technology leader in the construction management software ecosystem, committed to driving our clients' success by continually investing in research and development and driving new construction technologies.

The past few years has seen Viewpoint grow dramatically—both organically and through acquisition. Today, the company has assembled the brightest engineers and development professionals in the industry working to enhance a full suite of enterprise resource planning (ERP) software products and solutions.

### **Technology Leadership and Commitment**

Viewpoint is committed to building these solutions with an emphasis in three key areas:

- Migration—Offering contractors a suite of solutions that allow them to replace manual processes or move off of outdated software lacking the specific functionality they need to succeed.
- Integration—Making sure Viewpoint's products and functionality work together—across the entire organization and throughout the entire project lifecycle.
- Innovation—Partnering with our clients to provide products and services built for their needs, allowing them to achieve efficiency, productivity and profitability.

The level of expertise Viewpoint brings to the table has allowed the company to develop into a significant thought leader on technology in the construction industry. Viewpoint is a key partner with many industry organizations and associations, including the Associated Builders and Contractors (ABC), the Associated General Contractors of America (AGC), the Construction Financial Management Association (CFMA), National Electrical Contractors Association (NECA), Mechanical Contractors' Association of America (MCAA) and many others.

Viewpoint professionals consistently speak at, and provide a host of educational resources for, these organizations' conferences and educational sessions. Additionally, Viewpoint has created its own technology thought leadership brand for 2018—The Digital Contractor Road Show. The events will be held in more than a dozen cities across the United States in 2018, with industry experts, client panels to talk about technology trends, and much more.

Additionally, our annual User Conference brings thousands of our customers, employees, industry experts, and technology and partners together in Portland for extensive educational, training and networking. This week-long event drives thousands of room nights and additional revenue for the Portland economy.

### **A Thriving Workforce—Locally and Globally**

Locally, Viewpoint is one of the largest technology and software employers in Portland. The company's global footprint includes offices in Seattle, Philadelphia, Newcastle, England and Sydney, Australia. Viewpoint's downtown Portland headquarters reside in a two-building campus with more than 120,000 square feet on the banks of the Willamette River. One of the buildings is a Gold LEED building, the other a Platinum LEED certified.

More than half of Viewpoint's 750-plus employees work in the Portland offices, contributing to the growing number of technology professionals throughout the Portland metro area. These skilled and dedicated professionals are also driving Viewpoint's involvement in community programs and charitable drives, including Rebuilding Together Portland, Toys for Tots and KGW Great Toy Drive, Schoolhouse Supplies backpack drive, and hosting a Women in Technology networking event.

### **Please include the following supporting material:**

- A high resolution version of your logo
- Product photos
- A photo that demonstrates your company culture
- A video that demonstrates how your company is most disruptive (ONLY if you've applied for the Most Disruptive award)