

F R O S T & S U L L I V A N

BEST PRACTICES

AWARDS

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2020 BEST
PRACTICES
AWARD



2020 GLOBAL
PERSONALIZATION ENGINES
VISIONARY INNOVATION LEADERSHIP AWARD

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Background and Company Performance

Industry Challenges

The world is in the midst of the most significant technology transition ever seen as business and society embrace the new digital reality. To a large extent, the shift is being driven by the Internet economy, with consumer technology bellwethers including Alibaba, Amazon, Apple, Baidu, Facebook, Google, Microsoft, and Tencent redefining user and customer expectations.

Frost & Sullivan has been tracking how retail – the archetypal customer-facing industry – is at the cutting edge of this transformation, much of which has been driven by applications of artificial intelligence (AI). Other customer-facing industries such as travel, hospitality, and retail banking are nicely following suit. AI has been enabling automated decision-making with accuracy and speed for some time now, based on data analytics coupled with self-learning abilities.

Brands are vying for attention, aiming to deliver a positive experience and to build a meaningful connection with the customer that goes beyond transactional shopping interaction. Developments such as Facebook's newsfeed change the world from information pull to information push; the principal challenge for brands has become the need to stand out from the continuously growing volume of content being generated. Frost & Sullivan points out that only the most relevant and noteworthy content will have a chance to elicit a response, as the volume of data being generated has exceeded the human ability to consume data. Not only is algorithmic filtering increasing, but the attention spans of younger generations are declining.

Too much information or product choice can confuse shoppers. Ensuing friction and complexity can lead to lost sales and affect the customer experience to the extent that it prevents customers from coming back. The challenge is to select and curate the best and most relevant products. This is why personalization is so fundamentally valuable to consumers and, by extension, to merchants – it prevents shoppers from being overwhelmed by the choices available to them. Digital retailers are personalizing their communications, recommendations, promotions, and digital storefronts/websites to tie in with shopper preferences, habits, and purchase patterns. Looking ahead, innovative retailers will be raising customer expectations of physical shopping environments to the same level.

Frost & Sullivan recognizes how personalization is becoming increasingly critical. Fundamentally, AI software creates customer profiles that can enable personalized marketing, promotions, and interaction – the profiles are also informed by customer location, in-store behavior, sentiment, and multichannel experience. This arena has been attracting increasing attention and investment in recent years. It has seen the emergence of a flurry of new, specialized providers that are bringing forth best-of-breed solutions. Frost & Sullivan observes how more and more established vendors of personalization technology have scrambled to upgrade their marketing solution portfolios in adjacent categories by adding personalization capabilities, notably those with robust data management offerings; indeed, the customer data platform (CDP) space is establishing itself as a fast-growing standalone solution category. Moreover, technology providers with their core business in adjacent marketing technology categories (such as marketing automation) are upping their personalization game.

The tension between personalization and privacy will require increased attention. Retailers need to tread carefully – consumers are concerned about retailers knowing too much about them, and about the safety of their data. Frost & Sullivan analysts concludes that increasingly sophisticated personalization engines can help cope better with many of these challenges.

Focus on the Future and Best Practices Implementation

New York-based Dynamic Yield has its roots in Israel and was originally founded in Tel Aviv in 2011. It focuses on personalization technology that helps businesses to improve their customer interactions, marketing effectiveness, and customer experience.

Making Every Customer a VIP Through Personalization at Scale

Dynamic Yield's personalization engine uses machine learning (ML) and predictive algorithms to define customer segments in real-time and enable immediate action. It allows (omnichannel) personalization, recommendations, automatic optimization, and one-to-one messages across Web, mobile, email, dynamic advertising, as well as across IoT devices and emerging channels, including kiosks, clienteling apps, in-store touchscreens, and more. The ultimate goal is to optimize the customer experience and help brands become more relevant.

The company considers itself to be distinctly positioned due to its strengths across a multitude of operational capabilities. These include its agility for experimentation and testing, scalability, and its ability to provide a complete personalization technology toolkit/suite (as opposed to a patchwork of point-solutions) across all touchpoints of the customer journey. Dynamic Yield enables automated, machine learning-driven augmentation of static content by adding personalized elements such as banners, recommendations, promotions, and buttons. It also helps its customers personalize websites and deliver affinity-based adaptive recommendations. Indeed, rule-driven triggers to deliver messages at times when they are most effective are essential. Dynamic Yield's honed analytics capabilities allow quantification of the expected impact of experiments and optimization across the customer journey - rather than for individual touchpoints.

Another benefit of working with Dynamic Yield is the strong support the company provides across its customer lifecycle. It starts from onboarding with focus on facilitating quick wins, continuous training resources, 24/7 helpdesk, and dedicated success management to make sure that customers get the maximum value in relation to their specific strategic needs and tactical goals.

*"At Dynamic Yield, artificial intelligence is at the very core of our strategy, currently manifested in our machine learning capabilities and vital to the customers we serve. Our mission is to be the market leader in AI-based personalization"*¹

Mukund Ramachandran, Chief Marketing Officer, Dynamic Yield

2019 has seen several value-adding improvements, such as affinity-based personalization that leverages frequently underutilized browsing data to create affinity profiles. Personalizable product listing pages (category pages), and deep learning-based

¹ <https://www.dynamicyield.com/blog/dynamic-yield-ai-100-cb-insights/>, accessed on 28 October 2019

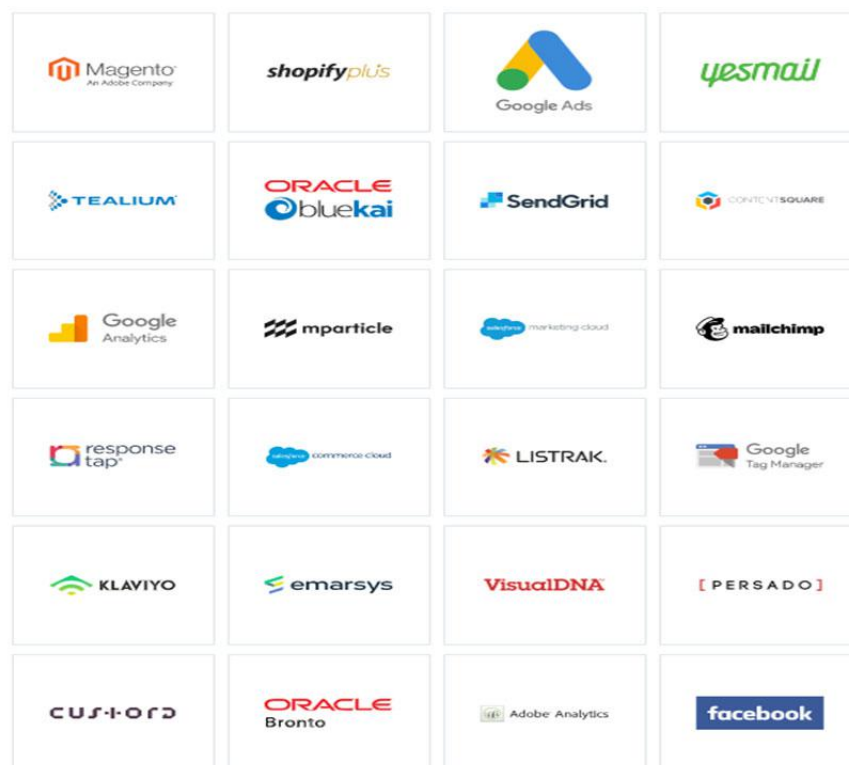
recommendation algorithms are scheduled for launch in early 2020 to further improve Dynamic Yield, which is (on many other scores) already a category-leading solution.

The Engine Room of Personalization

Dynamic Yield operates from five offices in New York, London, Berlin, Singapore, and Tel Aviv. A culture of innovation and agility has catapulted the organization to today's heights and has brought forth its market-leading applications of AI to personalization. Frost & Sullivan points out that among the solution's hallmarks are its simplicity of deployment and ability to integrate with other components of the marketing technology stack such as customer data platforms, data management platforms, and eCommerce solutions.

Dynamic Yield can seamlessly integrate with a large number of widely used marketing technology tools due to open APIs and its flexible data architecture. A selection of integrations is depicted in Exhibit 1. These include, but are not limited to, content management systems, eCommerce solutions, data management platforms (DMPs), customer data platforms (CDPs), marketing automation, and web analytics tools.² Moreover, Frost & Sullivan analysts commend Dynamic Yield for making a clear positioning choice - despite rather than claiming to be everywhere and to be doing everything.

Exhibit 1: Selected Integrations



Source: Dynamic Yield³

² <https://www.dynamicyield.com/integrations/>, accessed on 30 October 2019

³ <https://www.dynamicyield.com/integrations/>, accessed on 30 October 2019

Other strengths include robust and intuitive testing, analytics, and activation capabilities that aid the deployment of campaigns across channels and touchpoints. Dynamic Yield puts these sophisticated capabilities into the hands of market-facing staff. Its intuitive business-friendly interfaces, workflows, and personalization campaign quick-start templates significantly reduce dependence on expert-level technical skills.

Ensuring data security is increasingly becoming a top priority for every company in the world. For a data-centric company like Dynamic Yield, this is even more critical. Frost & Sullivan appreciates how Dynamic Yield has taken appropriate action to the security and privacy regulations of GDPR, CCPA and more to keep its customers' (and indeed its customers' customers) data safe.

Big Impact & Happy Customers

The company serves over 300 customers across retail, gaming, finance, travel, and publishing,⁴ personalizing the experiences of over 600 million users across the world every month.⁵

Dynamic Yield's customers span a broad range of company sizebands. Some of the better-known ones include IKEA, MediaMarkt, Tottenham Hotspur Football Club, Ocado, Rakuten, Lacoste, Decathlon, Sephora, Hello Fresh, Lamoda, Jabra, Hallmark, and Leroy Merlin.

Customer testimonials speak for themselves:

"Dynamic Yield helps us test and elevate the user experience to another level"

Ivan Pavlovic, Marketing Manager, GenExtreme⁶

"For [Ocado Group sites] Fetch and Fabled, testing and optimization is at the core of every interaction, and Dynamic Yield enabled us to truly create a seamless customer journey."

Rebecca Mehaffey, Web Trading Manager, Ocado⁷

Such high levels of customer satisfaction come as little surprise to Frost & Sullivan when considering the standout value Dynamic Yield creates for its customers; the following examples further illustrate the tangible impact that its solutions can deliver:

MediaMarkt, the Germany-based largest consumer electronics retailer in Europe, has seen

- a 14% increase in overall revenue per user from applying Dynamic Yield's personalization capabilities to a range of experiences including personalized dynamic content and recommendations, and
- a 54% increase in cart additions and a 31% uplift in purchase rate driven by social proof messaging on product pages.

⁴ <https://www.bloomberg.com/news/articles/2019-03-26/mcdonald-s-300-million-deal-adds-another-feat-to-a-tech-dynasty>, accessed on 13 November 2019

⁵ <https://www.dynamicyield.com/careers/>, accessed on 29 October 2019

⁶ <https://www.dynamicyield.com/testimonials/>, accessed on 29 October 2019

⁷ <https://www.dynamicyield.com/testimonials/>, accessed on 29 October 2019

"When I joined MediaMarkt, we had a very diverse set of tools that were used for different purposes: testing, recommendations, messaging, cart recovery, and more ... lacked import and export capabilities, making them impossible to connect ... with Dynamic Yield ... we've reduced the total cost of ownership, and we enjoy a lot of new and valuable functionality that we hadn't had before enabling us to launch and test campaigns on a weekly basis leading to a true customer centered online shopping experience."

David Geisen, then Chief Digital Officer, MediaMarkt Iberia

Similarly, Tottenham Hotspur Football Club has enjoyed significant improvements in conversion rates and revenue per session:

- 40% improvement of conversion rate from mobile homepage driven by mobile web personalization;
- 10% increase in revenue per session driven by Dynamic Yield's social proof templates;
- A mere 30 days to reach a positive ROI after deployment thanks to impact and ease of implementation.⁸

"Dynamic Yield has given us a platform to continually enhance and improve our online experience. The system is pivotal to driving our online offering, allowing us to deliver the greatest possible relevance to our fans throughout the online journey. This has helped drive improved user experience and crucially we have seen increases in key performance metrics, such as revenue per user and conversion rate."

Nick Connor, Global eCommerce Manager, Tottenham Hotspur⁹

Deserved Recognition

Dynamic Yield's work has attracted a slew of accolades that have included mention as:

- One of the '10 Most Innovative Companies in Machine Learning 2018' by Analytics Insight¹⁰
- Top 25% in Deloitte's North American Technology Fast 500 2018¹¹
- Top 100 AI companies in the world by CB Insights 2018¹²
- Top 100 Places to Work in NYC 2019¹³ by Crains
- 2019 Rele Award for Personalization Engine of the Year by Personalization ONE¹⁴
- 2019 Top Rated eCommerce Personalization Software by TrustRadius¹⁵

⁸ <https://www.dynamiyield.com/case-studies/> and subpages, accessed on 28 October 2019

⁹ <https://www.dynamiyield.com/case-studies/tottenham-hotspur/>, accessed on 29 October 2019

¹⁰ <https://www.analyticsinsight.net/the-10-most-innovative-companies-in-machine-learning-2018/#page=26>, accessed on 6 November 2019

¹¹ <https://www2.deloitte.com/us/en/pages/technology-media-and-telecommunications/articles/fast500-winners.html>, accessed on 6 November 2019

¹² <https://www.dynamiyield.com/blog/dynamic-yield-ai-100-cb-insights/>, accessed on 30 October 2019

¹³ <https://www.crainsnewyork.com/best-places-work/introducing-crains-100-best-places-work-2019>, accessed on 30 October 2019

¹⁴ <https://www.dynamiyield.com/blog/dynamic-yield-named-personalization-engine-of-the-year>, accessed on 09 December 2019

¹⁵ <https://www.dynamiyield.com/blog/dynamic-yield-named-top-rated-ecommerce-personalization-trustradius>, accessed on 09 December 2019

These are just a selection of recent recognitions. Several of the above are also repeat mentions, underscoring that Dynamic Yield's performance is clearly due to more than a single breakthrough.

Dynamic Yield also served as the exemplar vendor in Frost & Sullivan's recent study "*Global Artificial Intelligence in Retail: Use Cases and Transformational Impact, 2019*" to illustrate the role and power of personalization in commerce.

Acquisition by McDonald's & Next Chapter

Dynamic Yield's technology became evident enough for McDonald's to acquire Dynamic Yield for 300 million US dollars in Q1-2019. Dynamic Yield nonetheless continues to serve as a standalone business, acquiring new customers and nurturing its existing client base.

The company's new owner hopes to use Dynamic Yield's technology to cater to its customers better. This could mean initially leveraging disparate contextual data streams (such as the weather and commodity prices) to support decisions on which products (e.g., hot or cold ones) to promote where and when. On the back of collecting increasing volumes of data from an expanding digital footprint, McDonald's could eventually move beyond adapting marketing on a segment or micro-segment-level to true personalization.

The fact that McDonald's made a marketing technology company its most significant acquisition in two decades highlights the importance brands and retailers may (and should) attribute to personalization technology in the future.¹⁶ The fact that Dynamic Yield accepted the offer after previously turning down several suitors (including Google) highlights that this is a well-considered move.¹⁷

McDonald's, with its focus on physical customer interaction points in restaurants and drive-through, may be the perfect 'owner-partner.' McDonald's objectives perfectly align with Dynamic Yield's vision and tagline of taking Personalization Anywhere™, whether to the web, mobile, in-store kiosk, drive-through display, IoT device or contact center.^{18,19,20}

Zooming out into the Big Picture

Frost & Sullivan analysts have been at the forefront of customer experience and related technology as business researchers, consultants, thought leaders, and educators through our regular MindXchange executive events.²¹ It is the age-old wisdom that customer retention is cheaper than customer acquisition – and that makes it crystal clear as to why customer experience has become the all-important performance driver it is today. Customer experience drives purchase frequency, and purchase value increases loyalty and generates advocacy. In a world where increasingly every unique product proposition – whether digital or physical – can be copied instantaneously, experiences become the only differentiator.

¹⁶ Compare: <https://www.cnbc.com/2019/03/26/mcdonalds-300-million-deal-with-dynamic-yield-is-a-brilliant-move-for-artificial-intelligence-and-fast-food.html>, accessed on 8 November 2019

¹⁷ <https://techcrunch.com/2018/11/02/dynamic-yield-which-builds-amazon-like-personalisation-for-the-rest-of-us-raises-38m/>, accessed 7 November 2019

¹⁸ See also: <https://www.dynamicyield.com/blog/dynamic-yield-makes-deloitte-fast-500/>, accessed on 28 October 2019

¹⁹ See also: <https://www.dynamicyield.com/blog/series-d-becoming-personalization-anywhere/>, accessed on 29 October 2019

²⁰ See also: <https://www.forbes.com/sites/forbestechcouncil/2019/04/26/what-you-can-learn-from-mcdonalds-acquisition-of-dynamic-yield/#3b5ec3086f4e>, accessed on 29 October 2019

²¹ Compare: <https://www2.frost.com/event/live-events/>, accessed 13 November 2019

"The only things that are increasing in cost while everything else heads to zero are human experiences—which cannot be copied. Everything else becomes commoditized [...]."

Kevin Kelly, founding executive editor of Wired magazine, author of *The Inevitable* (2016)²²

Conclusion

In the digital age, providing relevant, personalized experiences and connecting shoppers with products is a crucial challenge for business-to-consumer and increasingly also business-to-business companies.

A leader in its category, Dynamic Yield impresses Frost & Sullivan with its AI-driven personalization technology. Even more importantly, the company has proven that its solution delivers measurable results to its customers by automatically personalizing communication, recommendations, and interaction in real-time across channels. The 'segment of one' has finally become a reality.

The acquisition by McDonald's marks the beginning of a new chapter in terms of strength and resources to bring its vision of taking Personalization Anywhere™ to life (including to a wide network of physical outlets) while still maintaining the independence and innovative culture that has brought Dynamic Yield where it is today.

With its strong overall performance, Dynamic Yield has earned the 2020 Frost & Sullivan Global Visionary Innovation Leadership Award.

²² Kevin Kelly, *The Inevitable: Understanding the 12 Technological Forces That Will Shape Our Future*, <https://highlights.sawyerh.com/volumes/56b3ef73-d980-4e42-8798-d34eec8ad688>, accessed on 14 November 2019

Significance of Visionary Innovation Leadership

A Visionary Innovation Leadership position enables a market participant to deliver competitive products and solutions that transform the way individuals and businesses perform their daily activities. Such products and solutions set new, long-lasting trends in how technologies are deployed and consumed by businesses and end users. Most importantly, they deliver unique and differentiated benefits that can greatly improve business performance as well as individuals' work and personal lives. These improvements are measured by customer demand, brand strength, and competitive positioning.



Understanding Visionary Innovation Leadership

Visionary innovation is the ability to innovate today in light of perceived changes and opportunities that will arise from Mega Trends in the future. It is the ability to scout for and detect unmet (and as yet undefined) needs and proactively address them with disruptive solutions that cater to new and unique customers, lifestyles, technologies, and markets. At the heart of visionary innovation is a deep understanding of the implications and global ramifications of Mega Trends, leading to the correct identification and ultimate capture of niche and white space market opportunities.

Key Benchmarking Criteria

For the Global Visionary Innovation Leadership Award, Frost & Sullivan analysts independently evaluated 2 key factors—Focus on the Future and Best Practices Implementation—according to the criteria identified below.

Focus on the Future

- Criterion 1: Focus on Unmet Needs
- Criterion 2: Visionary Scenarios through Mega Trends
- Criterion 3: Growth Pipeline
- Criterion 4: Blue Ocean Strategy
- Criterion 5: Growth Performance

Best Practices Implementation

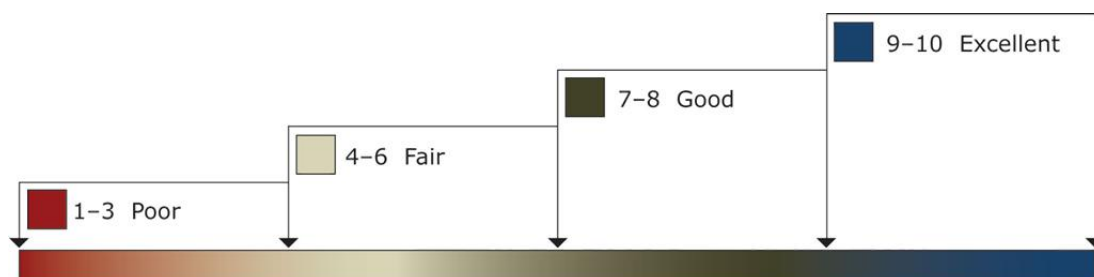
- Criterion 1: Vision Alignment
- Criterion 2: Process Design
- Criterion 3: Operational Efficiency
- Criterion 4: Technological Sophistication
- Criterion 5: Company Culture

Best Practices Award Analysis for Dynamic Yield

Decision Support Scorecard

To support its evaluation of best practices across multiple business performance categories, Frost & Sullivan employs a customized Decision Support Scorecard. This tool allows research and consulting teams to objectively analyze performance according to the key benchmarking criteria listed in the previous section, and to assign ratings on that basis. The tool follows a 10-point scale that allows for nuances in performance evaluation. Ratings guidelines are illustrated below.

RATINGS GUIDELINES



The Decision Support Scorecard considers Product Family Attributes and Business Impact (i.e., the overarching categories for all 10 benchmarking criteria; the definitions for each criterion are provided beneath the scorecard). The research team confirms the veracity of this weighted scorecard through sensitivity analysis, which confirms that small changes to the ratings for a specific criterion do not lead to a significant change in the overall relative rankings of the companies.

The results of this analysis are shown below. To remain unbiased and to protect the interests of all organizations reviewed, Frost & Sullivan has chosen to refer to the other key participants as Competitor 2 and Competitor 3.

<i>Measurement of 1-10 (1 = poor; 10 = excellent)</i>			
	Focus on the Future	Best Practices Implementation	Average Rating
Product Leadership			
Dynamic Yield	10	8	9.0
Competitor 2	9	8	8.5
Competitor 3	7	7	7.0

Focus on the Future

Criterion 1: Focus on Unmet Needs

Requirement: Implementing a robust process to discover customers' unmet or underserved needs and create the products or solutions to address them effectively.

Criterion 2: Visionary Scenarios through Mega Trends

Requirement: Incorporating long-range, macro-level scenarios into the innovation strategy, thereby enabling first-to-market growth opportunity solutions

Criterion 3: Growth Pipeline

Requirement: Best-in-class process to identify and prioritize growth opportunities leveraging both internal and external sources.

Criterion 4: Blue Ocean Strategy

Requirement: Strategic focus on creating a leadership position in a potentially uncontested market space, manifested by stiff barriers to entry for competitors.

Criterion 5: Growth Performance

Requirement: Growth success linked tangibly to new growth opportunities identified through visionary innovation.

Best Practices Implementation

Criterion 1: Vision Alignment

Requirement: The executive team is aligned with the organization's mission, vision, strategy, and execution.

Criterion 2: Process Design

Requirement: Processes support the efficient and consistent implementation of tactics designed to implement the strategy.

Criterion 3: Operational Efficiency

Requirement: Staff performs assigned tasks seamlessly, quickly, and to a high quality standard.

Criterion 4: Technological Sophistication

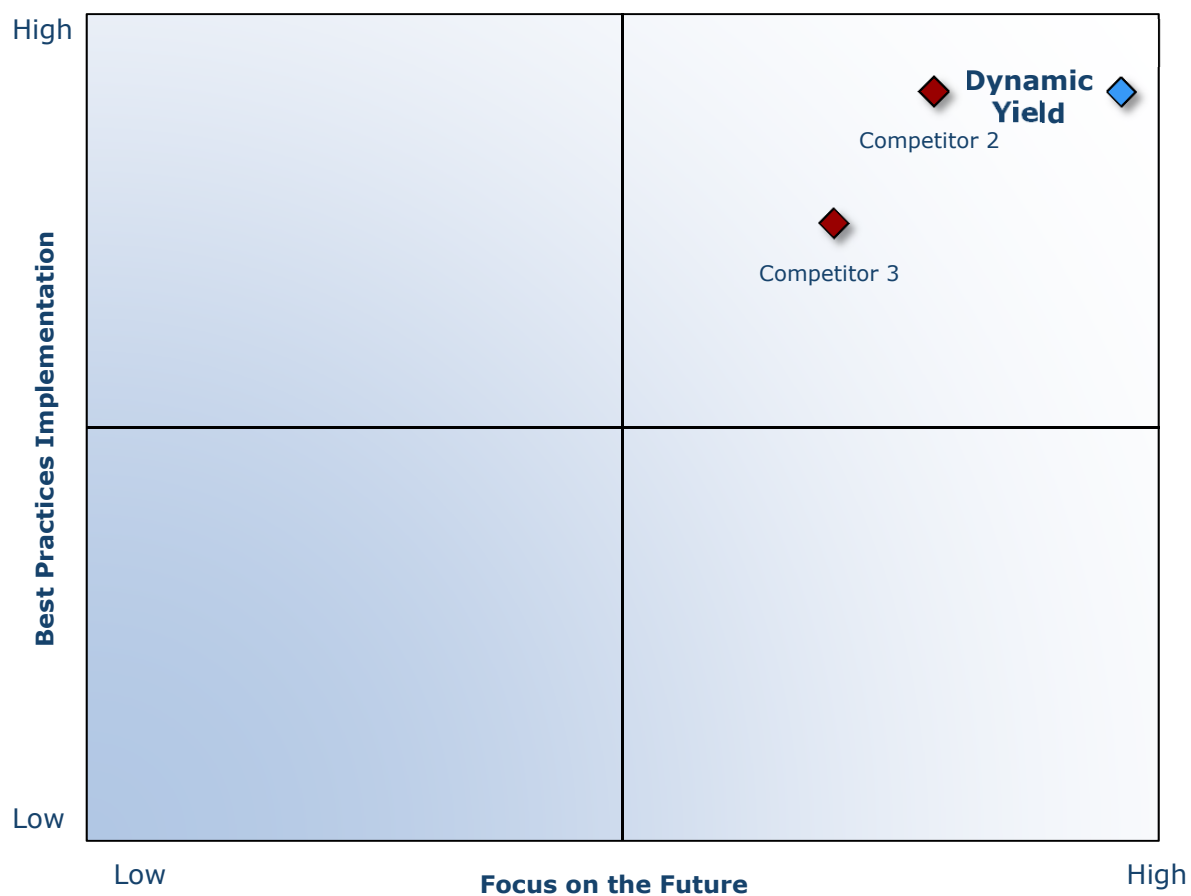
Requirements: Systems enable companywide transparency, communication, and efficiency.

Criterion 5: Company Culture

Requirement: The executive team sets the standard for commitment to customers, quality, and staff, which translates directly into front-line performance excellence.

Decision Support Matrix

Once all companies have been evaluated according to the Decision Support Scorecard, analysts then position the candidates on the matrix shown below, enabling them to visualize which companies are truly breakthrough and which ones are not yet operating at best-in-class levels.



Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices

Frost & Sullivan analysts follow a 10-step process to evaluate Award candidates and assess their fit with select best practices criteria. The reputation and integrity of the Awards are based on close adherence to this process.

STEP	OBJECTIVE	KEY ACTIVITIES	OUTPUT
1 Monitor, target, and screen	Identify award recipient candidates from around the world	<ul style="list-style-type: none"> • Conduct in-depth industry research • Identify emerging industries • Scan multiple regions 	Pipeline of candidates that potentially meet all best practices criteria
2 Perform 360-degree research	Perform comprehensive, 360-degree research on all candidates in the pipeline	<ul style="list-style-type: none"> • Interview thought leaders and industry practitioners • Assess candidates' fit with best practices criteria • Rank all candidates 	Matrix positioning of all candidates' performance relative to one another
3 Invite thought leadership in best practices	Perform in-depth examination of all candidates	<ul style="list-style-type: none"> • Confirm best practices criteria • Examine eligibility of all candidates • Identify any information gaps 	Detailed profiles of all ranked candidates
4 Initiate research director review	Conduct an unbiased evaluation of all candidate profiles	<ul style="list-style-type: none"> • Brainstorm ranking options • Invite multiple perspectives on candidates' performance • Update candidate profiles 	Final prioritization of all eligible candidates and companion best practices positioning paper
5 Assemble panel of industry experts	Present findings to an expert panel of industry thought leaders	<ul style="list-style-type: none"> • Share findings • Strengthen cases for candidate eligibility • Prioritize candidates 	Refined list of prioritized award candidates
6 Conduct global industry review	Build consensus on award candidates' eligibility	<ul style="list-style-type: none"> • Hold global team meeting to review all candidates • Pressure-test fit with criteria • Confirm inclusion of all eligible candidates 	Final list of eligible award candidates, representing success stories worldwide
7 Perform quality check	Develop official award consideration materials	<ul style="list-style-type: none"> • Perform final performance benchmarking activities • Write nominations • Perform quality review 	High-quality, accurate, and creative presentation of nominees' successes
8 Reconnect with panel of industry experts	Finalize the selection of the best practices award recipient	<ul style="list-style-type: none"> • Review analysis with panel • Build consensus • Select recipient 	Decision on which company performs best against all best practices criteria
9 Communicate recognition	Inform award recipient of recognition	<ul style="list-style-type: none"> • Present award to the CEO • Inspire the organization for continued success • Celebrate the recipient's performance 	Announcement of award and plan for how recipient can use the award to enhance the brand
10 Take strategic action	Upon licensing, company is able to share award news with stakeholders and customers	<ul style="list-style-type: none"> • Coordinate media outreach • Design a marketing plan • Assess award's role in strategic planning 	Widespread awareness of recipient's award status among investors, media personnel, and employees

The Intersection between 360-Degree Research and Best Practices Awards

Research Methodology

Frost & Sullivan's 360-degree research methodology represents the analytical rigor of our research process. It offers a 360-degree view of industry challenges, trends, and issues by integrating all 7 of Frost & Sullivan's research methodologies. Too often companies make important growth decisions based on a narrow understanding of their environment, resulting in errors of both omission and commission. Successful growth strategies are founded on a thorough understanding of market, technical, economic, financial, customer, best practices, and demographic analyses. The integration of these research disciplines into the 360-degree research methodology provides an evaluation platform for benchmarking industry participants and for identifying those performing at best-in-class levels.

360-DEGREE RESEARCH: SEEING ORDER IN THE CHAOS



About Frost & Sullivan

Frost & Sullivan, the Growth Partnership Company, helps clients accelerate growth and achieve best-in-class positions in growth, innovation and leadership. The company's Growth Partnership Service provides the CEO and the CEO's growth team with disciplined research and best practices models to drive the generation, evaluation, and implementation of powerful growth strategies. Frost & Sullivan leverages nearly 60 years of experience in partnering with Global 1000 companies, emerging businesses, and the investment community from 45 offices on 6 continents. To join Frost & Sullivan's Growth Partnership, visit <http://www.frost.com>.