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BEST PRACTICES

AWARDS

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2020 BEST PRACTICES AWARD

Cisco
Webex

**2020 GLOBAL
DIGITAL COLLABORATION BOARD
COMPANY OF THE YEAR AWARD**

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Background and Company Performance

Industry Challenges

Today, ideation and content collaboration are gaining growing importance in education and meeting environments to foster individual and group thinking and support collective brainstorming. Visualization of ideas happens more naturally when people collaborate on whiteboards rather than relying on verbal-only articulation. As a result, it is critical to digitize whiteboard content to preserve the information for use in workflows across teams, while improving productivity by avoiding duplication of effort.

The foundation for digital collaboration board (DCB) market growth was set by the previous generation of whiteboard options, spanning flipcharts, interactive whiteboards and projectors for in-room collaboration. Whiteboard and annotation features that are integrated into web and video conferencing software to support virtual meetings have further boosted user expectations with regards to interactive solutions.

DCBs, comprising digital whiteboards and all-in-one (AIO) collaboration boards, are a significant evolution in the content collaboration realm; they deliver a projector-free, glare-free, user-friendly, engaging and more productive team collaboration experience. Nevertheless, the majority of DCBs available today are focused on in-room collaboration. The need for next-generation virtual collaboration solutions is on the rise, attributed to the confluence of several key trends that influence the way individuals collaborate. These include:

- Rapid growth of cloud-based unified communications (UC) services adoption and continuously increasing collaborative intensity in workplaces
- Accelerating demand for low-cost video conferencing options such as USB conference room cameras and audio/video soundbars
- Rising appetite among end-user organizations for content sharing as well as content collaboration capabilities including ideation, annotation, illustration, and co-editing
- Convergence of audio, video and content collaboration (as opposed to siloed applications and platforms) to improve employee productivity
- Significant growth in the number of huddle rooms and flexible meeting spaces worldwide
- Preference for Bring Your Own Device (BYOD) screen share in meeting spaces
- Growing number of distributed and remote workers

Although these technological and cultural shifts mark a transformation of the workplace and learning environments, they also result in inevitable uncertainty among IT decision makers. IT teams are often perplexed by the plethora of technology choices that span audio conferencing endpoints, integrated audio/video kits, integrated A/V soundbars, traditional room systems, content sharing devices, projectors, digital collaboration boards and associated accessories such as controllers, cables and many more. A lack of clear

understanding in terms of determining the right solution fit for business use cases serves as a major obstacle for IT decision-makers when pursuing a video and/or content-collaboration strategy that complements audio. Further, limited awareness of which collaboration hardware will interoperate with existing productivity/collaboration software adds to the complexity when choosing a solution.

These uncertainties result in growing misalignment between collaboration endpoint capabilities and evolving collaboration needs. Users often compromise on quality and functionality, while meeting participants are fatigued by the number of options available to them. Meanwhile, organizations often over-spend on discrete meeting room technologies that are neither interoperable nor future-proof. Another challenge with deploying discrete meeting room technologies is the complexity involved in installation, cabling and maintenance of meeting room endpoints. Such siloed deployments often results in recurring issues for IT administrators in terms of monitoring, scalability and vendor support.

Market participants focused on developing disruptive solutions must demonstrate an understanding of current and future market needs to address the challenges evident in modern meeting and learning spaces. Innovators incorporate new technologies to enhance the quality of their offerings as well as improving the user and administration experiences. Such market participants are best positioned for success.

Visionary Innovation and Performance/Customer Impact

Resonating with the need for rich multimedia collaboration, Cisco launched the Cisco Webex Board in 2017. The Webex Board portfolio is a quantum leap from previous digital whiteboard options in terms of features and capabilities, empowering agile teams with a streamlined collaboration workflow. Acknowledging the company's phenomenal efforts in revolutionizing the way users collaborate and relentless product innovation in the digital collaboration board space, Frost & Sullivan recognizes Cisco with the 2020 Company of the Year award.

Filling the Gaps in Collaboration Spaces with Cisco Webex Board

Until five years ago, the majority of the digital whiteboard technology developments were primarily centered on bettering the in-room collaboration experience. When demand for multimedia collaboration for distributed session participants strengthened, certain digital whiteboard vendors adopted a piecemeal approach to integrating touch screen displays with other meeting room components (e.g. speakers, microphones, cameras, wireless content sharing devices) and allowed users to install third-party collaboration software applications (e.g. web and video conferencing clients). While these loosely integrated solutions ticked media collaboration checkboxes, they delivered a disjointed collaboration solution in terms of user and support experiences. As a result, a significant void ensued, featuring:

- Intermittent collaboration workflows with on-site and distributed workers due to the absence of out-of-the-box (pre-installed) video conferencing and/or team

collaboration software. The pre-installed team-centric workspace offers a native collaboration experience and expanded use cases such as in-app persistent team space and content storage flexibility. Loosely connected workflow impedes user experience and productivity and result in support complexity.

- Feature limitations for remote participants in certain digital whiteboards – such as ‘view-only’ rights – restrict their ability to actively contribute.
- Complex configurations involving the need to deploy external A/V accessories and content sharing devices; and additionally, install compatible web and video conferencing software, in order to achieve an end-to-end media collaboration solution.
- User frustration when expected to learn and adapt to several installed technologies and platforms.
- Inconsistent support for BYOD such as mobile phones, tablets and PC/Mac computers to share content from video and web conferencing clients and the perceived security risks associated with BYOD.
- Accelerated total cost of ownership due to siloed investments in audio, video, whiteboard and content sharing hardware and software applications that provide discrete collaboration capabilities.

To address the fundamental issues associated with digital whiteboards, AIO collaboration boards emerged as the next evolutionary solution for a comprehensive multimedia collaboration experience. AIO collaboration boards are out-of-the-box solutions comprising interactive touch displays, cameras, microphones and speakers; they natively integrate with pre-loaded whiteboard and video conferencing software to deliver multiple workloads and continuous workflow enablement both within and outside of meetings.

Cisco and its chief competitors were the first to launch AIO collaboration boards. Among these tech giants, Cisco Webex Board in particular has experienced consistent success. The solution is backed by the company’s profound research on end user needs and deployment scenarios, its ability to tailor product/feature development to match the desired outcomes, and its efficiency in lead time.

Key capabilities and features of Cisco Webex Board include:

- *AIO solution:* An out-of-the-box solution, which includes touch displays, speakers, microphones and cameras that tightly integrate with Webex—one unified app that enables borderless collaboration including whiteboarding, high fidelity audio and video conferencing, wireless presentation sharing, team messaging and calling. In contrast to digital whiteboards, Cisco Webex Boards prevent users from having to juggle various whiteboard and video conferencing applications for a seamless collaboration experience.
- *Ubiquitous collaboration:* In-room whiteboarding and two-way digital whiteboard from Webex Boards to any Webex Teams app-enabled devices (mobile phone, tablet, PC/Mac) in virtual rooms.

- *Uninterrupted workflow:* Device registration to the Webex platform allows users to store and access whiteboard content from the Webex cloud at any time.

Cisco's Growth Strategy

In contrast to competing AIO collaboration board vendors that either have limited experience in designing collaboration solutions or are reliant on third-party hardware and software partners for developing an integrated solution, Cisco has a trailblazing legacy of producing codec-based video conferencing hardware; this is integrated with the leading-edge Webex Cloud platform architecture. Over the past decade, Cisco has sold over 1 million endpoints in the global video conferencing endpoint market. Similarly, on the cloud web and video conferencing services platform side, Cisco has to its credit over 300,000 Webex customers that generate over 40 million hosted meetings and 6 billion meeting minutes per month (as of Feb 2020). In terms of market share, Cisco holds nearly half of the global video conferencing endpoint market and more than one-third of the cloud video and web conferencing services market. Cisco's experience in the video conferencing market has allowed the company to better understand key collaboration features, user experiences and collaboration behavior. Cisco's single vendor solution strategy of amplifying the current investments by its vast user community has laid the foundation for Cisco Webex Board, which is positioned as a natural extension of Cisco Webex Meetings and Teams.

The Webex Board portfolio has been underpinned by Cisco RoomOS rather than BoardOS since January 2019. RoomOS, the same software running on other Cisco Webex Room Series devices, will enable Cisco to deliver consistent features at a faster rate across Room Series and Webex Board devices. In terms of feature development, Cisco began with a simple solution that supported the most essential features. Subsequently, Cisco has paid enormous attention to user feedback and accordingly innovated on feature sets with expanded capabilities to meet evolving customer needs. The latest key features added to the Webex Board in 2019 include artificial intelligence (AI) features, support for on-premises deployments, pairing with Touch 10 controllers, infinite canvas, sticky notes, sending meeting content to non-Webex Teams users via email, and joining calls and whiteboard sessions with Webex Meetings users (in addition to Webex Teams users) among others. Additionally, Cisco empowers Webex Board users to access third-party cloud-based web applications including productivity applications (such as Microsoft Office 365 and Google docs), project management tools (e.g. Jira), and enterprise content management applications (e.g. SharePoint Online) via the web engine integration.

Cisco is doubling down on the power of cognitive collaboration – an area where it has invested more than half a billion dollars over the past two years, including the acquisitions of Mindmeld, Accompany and Voicea. By harnessing AI, Cisco was one of the first to focus on transforming the pre-, during, and post-meeting experience. Key AI features in the Webex Board include Webex Assistant for voice-activated tasks such as, meeting initiation, calendaring, recording, controlling meetings and adjusting audio and video controls of Webex Boards. Other AI features in the Webex app include people insights, first match, people counting, background noise suppression, proactive join meeting

prompts backed by automatic pairing of Webex Boards with Teams app-supported BYOD, and analytics with diagnostics for efficient resource planning. In addition, an intelligent embedded 4K camera supports high-resolution and dynamic framing. Further, Cisco plans to enhance the Webex Assistant for Meetings with additional features such as voice intelligence and advanced speech recognition that captures meeting highlights based on trigger words, real-time transcription, live streaming, and closed captioning – these features are expected to become available towards the end of March 2020.

In particular, meeting transcription is rapidly emerging as a critical assisted intelligence tool that aims to automate routine tasks, thereby allowing users to focus on their core tasks. Drawing on the market potential for real-time transcription services, Cisco intends to deliver highly accurate transcripts by effectively mining the data surrounding parameters such as room acoustics, user accents, and jargon. Based on its pilot runs, Cisco asserts that the word error rate in the transcripts is among the lowest in the industry. By effectively incorporating AI tools into its platform, Cisco aims to unlock the power of data and make meetings more productive and powerful.

In terms of security, Cisco follows a first-party data management approach whereby media processing is completely handled in the Webex network, ensuring robust security and application performance. In contrast, the majority of the competition relies on the third-party network for media processing.

Another key differentiator for Cisco is the Webex Control Hub, which is the intelligent management engine that aids IT administrators through installation, management and monitoring of multitude of Webex devices and Webex platform services. Some key features of the Control Hub include:

- Proactive alerts to administrators about non-functional devices.
- Provisioning of abundant troubleshooting and diagnostics data that helps administrators to conduct root-cause analysis.
- Automatic and regular firmware upgrades.
- Detailed usage analytics that allow administrators to gauge the usage behavior
- An authentication model for third-party bots and applications to integrate with the Webex platform.

In contrast, the majority of the current digital whiteboards are not backed by asset planning and management software, which is vital for effective management of endpoints throughout the product lifecycle.

Cisco's in-depth knowledge of team-based dynamics – including the know-how to deliver seamless AI experiences amidst complex requirements spanning multiple users, shared resources, enterprise security, and privacy concerns – paves the way for revolutionary changes in terms of customer adoption in the digital collaboration boards market.

Best-In-Class for Every Deployment Scenario

As there is a deluge of technology options for multimedia collaboration in the market today, it is important for vendors to analyze their product positioning across multiple deployment scenarios and acquaint customers with the solutions that best meet their current and future needs. Cisco's versatile collaboration portfolio aligns well with the growing demand for converged audio, video and content collaboration, and allows the vendor to accommodate several use cases and multiple deployment scenarios. Highlighted use cases include:

- **Greenfield whiteboard opportunity across spaces:** Today's knowledge workers are seeking optimal physical meeting spaces that foster creativity, agility, innovation, and engagement. The trend towards ad-hoc and small group meetings has led to the creation of the huddle room concept, where workers can meet in a disruption-free setting. Globally, there are over 90 million meeting spaces, 33 million of which are huddle spaces. However, it is estimated that fewer than 5 percent of these spaces are currently video-enabled. Further, the penetration of stand-alone content sharing and whiteboards devices is significantly less than video penetration in large and huddle meeting rooms. However, Frost & Sullivan's 2019 global IT decision-maker survey indicates that end users have begun to embrace simple, easy to install, intuitive, affordable, converged media collaboration solutions that integrate with cloud-based collaboration software services. Intuitive content sharing and whiteboarding combined with robust video conferencing facilitate compelling brainstorming and engaging collaboration experiences. Taking advantage of the immense growth potential available for AIO collaboration boards in meeting spaces, Cisco targets huddle to large meeting space environments with an expanded Webex Board portfolio that comprises 55, 70 and 85-inch displays. Both Cisco on-premises and cloud UC customers stand to benefit from the Webex Board portfolio by transforming an average workspace into a smart multimedia collaboration room.
- **Cisco video complements existing third-party whiteboards to facilitate AIO Webex Board experiences in huddle spaces:** For businesses that have already deployed a third-party touch screen display for in-room collaboration, Cisco provides an opportunity to add a codec-based soundbar; its Webex-registered Cisco Webex Room Kit is underpinned by RoomOS to promote multimedia collaboration with remote teams. This combined bundle focuses on allaying customer apprehension with regards to how to cost-effectively pursue a converged media collaboration strategy without ripping and replacing their existing whiteboard investments. To this end, Cisco is actively partnering with third-party touch display vendors to deliver Webex Board-like experiences cost-effectively to huddle spaces. For example, Cisco and Samsung have ventured into a partnership that allows businesses to integrate Samsung Flip digital whiteboards with Cisco Webex Room Kits together with Webex Meetings for expanded virtual media collaboration. Cisco plans to add similar support to other third-party digital whiteboards for expanded remote collaboration use cases.

- **Cisco Webex Board enriches the collaboration experience along with existing Cisco room systems:** Over the past decade, Cisco has installed over one million codec-based room systems that deliver specialized video and rich content sharing experiences across medium and large meeting spaces. These cloud-registered video endpoints support the rendering of whiteboard content from Webex Teams app-enabled devices. Nevertheless, these systems are primarily video-first solutions that do not enable users to whiteboard on their room system. To corroborate this need, Cisco allows Webex Boards to work jointly with video endpoints in 'Companion Mode' to provide a full-blown whiteboard and an immersive video experience in dual display configurations. This bundle accentuates Cisco's ability to serve additional workloads while still safeguarding its customers' investments.
- **Webex Boards effectively replace interactive whiteboards in education:** In recent years, K-12 and higher education have made significant progress in migrating from projectors to digital collaboration boards. As schools look to adopt digitized learning, digital collaboration boards are attracting growing demand to achieve a constructive, real-time learning experience across dispersed locations. The Cisco collaboration boards can effectively meet the needs of the education environment across various use cases and size of learning spaces.
- **Exploring new use cases – Digital Signage:** Cisco Webex Boards have also found some interesting applications in retail showrooms. In addition to using the boards for internal meetings, the devices are also employed to connect design teams with the customer base to obtain direct feedback on product designs. Further, digital signage features enabled by the web engine built into the RoomOS allows Webex Boards to remain persistently active and show custom content (such as corporate communications, internal employee information, dashboards, calendars, and more) when not being used for meetings.

Since the introduction of the Webex Board, Cisco has experienced significant triple-digit growth due to its ability to align itself with the collaboration visions of end-user organizations and educational institutions of all sizes.

Cisco's Commitment to End-users: A Deep-rooted Company Value

Following the company's commitment to customers to transform an entire workplace and not just a particular space, Cisco maintains strong direct relationships with end-users. The company's feedback mechanisms focus on all aspects, from price comparison, to connectivity issues, to feature sets. Cisco Webex Board customers repeatedly applaud Cisco for its ability to develop solutions that enable workplace transformation. Some of the company's biggest worldwide clientele include IBM Norway, Shawnee Mission School District, Tican Chilled, OneRepublic, Data Quest, Capital Factory, and The Steadman Clinic.

Use Case: IBM Norway

IBM Norway was on the verge of digital transformation and was evaluating collaboration partners that would accelerate that shift. Supporting this collaboration-focused company that leads in AI-powered enterprise communication services, Cisco originally installed 82 cutting-edge Webex Boards across IBM headquarters in small rooms to encourage the 2500 Webex Teams users in its Norway and Sweden offices to engage in rich media collaboration. As the Webex Boards enhanced comradery and teamwork, it quickly became a vital part of business operations for IBM Norway. Owing to the growing positive feedback from its employees, IBM continued to expand its deployments of Webex Boards. Hugely satisfied with the Webex Board deployment, Arne Norheim, the CEO of IBM Norway, stated “People are more positive and engaged and collaboration has greatly improved. It’s such a revolution from what we’ve had in the past.”

Conclusion

Cisco’s revolutionary approach to transforming workspaces stems from changing collaboration dynamics and listening to customer needs and requirements. Accordingly, Cisco designed unique AIO collaboration boards and best-in-class services to enhance and accelerate teamwork for increased engagement and productivity in the workplace. With its trailblazing track record in video conferencing, accelerating growth, and rapid product innovation efforts that are aligned with customer needs, Cisco earns Frost & Sullivan’s 2020 Company of the Year Award in the global digital collaboration boards market.

Significance of Company of the Year

To receive the Company of the Year Award (i.e., to be recognized as a leader not only in your industry, but among non-industry peers) requires a company to demonstrate excellence in growth, innovation, and leadership. This excellence typically translates into superior performance in three key areas—demand generation, brand development, and competitive positioning—that serve as the foundation of a company’s future success and prepare it to deliver on the 2 factors that define the Company of the Year Award: Visionary Innovation and Performance, and Customer Impact).



Understanding Company of the Year

Driving demand, brand strength, and competitive differentiation all play critical roles in delivering unique value to customers. This three-fold focus, however, must ideally be complemented by an equally rigorous focus on Visionary Innovation and Performance to enhance Customer Impact.

Key Benchmarking Criteria

For the Company of the Year Award, Frost & Sullivan analysts independently evaluated each factor according to the criteria identified below.

Visionary Innovation and Performance

- Criterion 1: Addressing Unmet Needs
- Criterion 2: Visionary Scenarios through Mega Trends
- Criterion 3: Implementation of Best Practices
- Criterion 4: Blue Ocean Strategy
- Criterion 5: Financial Performance

Customer Impact

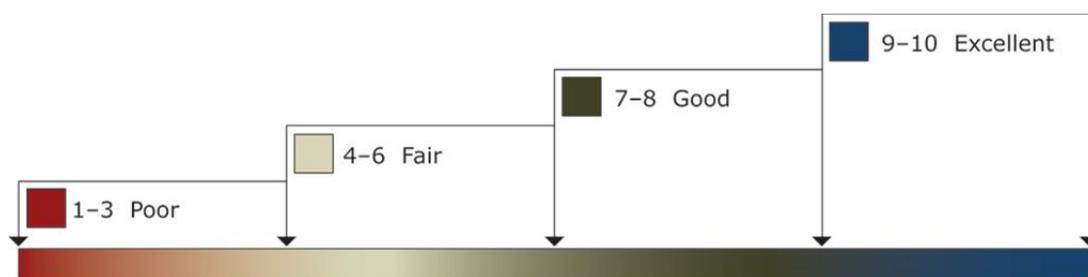
- Criterion 1: Price/Performance Value
- Criterion 2: Customer Purchase Experience
- Criterion 3: Customer Ownership Experience
- Criterion 4: Customer Service Experience
- Criterion 5: Brand Equity

Best Practices Award Analysis for Cisco

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 Visionary Innovation and Performance and Customer 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 1 and Competitor 2.

<i>Measurement of 1-10 (1 = poor; 10 = excellent)</i>			
Company of the Year	Visionary Innovation & Performance	Customer Impact	Average Rating
Cisco	10.0	9.4	9.7
Competitor 1	9.0	9.2	9.1
Competitor 2	7.8	9.2	8.5

Visionary Innovation & Performance

Criterion 1: Addressing Unmet Needs

Requirement: Implementing a robust process to continuously unearth customers' unmet or underserved needs, and creating 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: Implementation of Best Practices

Requirement: Best-in-class strategy implementation characterized by processes, tools, or activities that generate a consistent and repeatable level of success.

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: Financial Performance

Requirement: Strong overall business performance in terms of revenue, revenue growth, operating margin, and other key financial metrics.

Customer Impact

Criterion 1: Price/Performance Value

Requirement: Products or services offer the best value for the price compared to similar offerings in the market.

Criterion 2: Customer Purchase Experience

Requirement: Customers feel they are buying the optimal solution that addresses both their unique needs and their unique constraints.

Criterion 3: Customer Ownership Experience

Requirement: Customers are proud to own the company's product or service and have a positive experience throughout the life of the product or service.

Criterion 4: Customer Service Experience

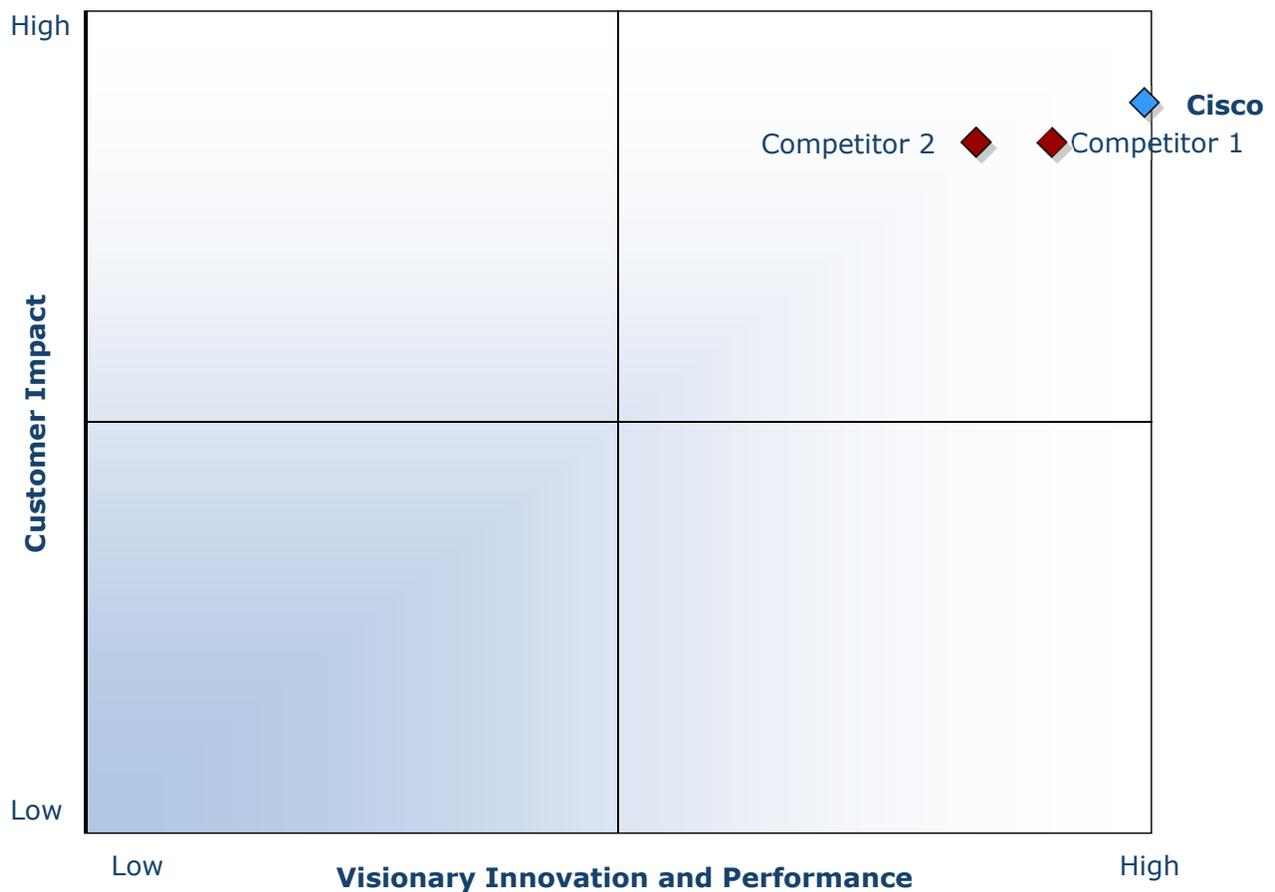
Requirement: Customer service is accessible, fast, stress-free, and of high quality.

Criterion 5: Brand Equity

Requirement: Customers have a positive view of the brand and exhibit high brand loyalty.

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 practice 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 winner 	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"> • 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 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 the 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>.