

FROST & SULLIVAN

# BEST PRACTICES

AWARDS

FROST & SULLIVAN

2020 BEST PRACTICES AWARD



**DrFirst**<sup>®</sup>

**2020 UNITED STATES  
DIGITAL HEALTH DATA  
NEW PRODUCT INNOVATION AWARD**

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## Background and Company Performance

### *Industry Challenges*

In an era of increasing volumes of patient-related healthcare data, successfully managing patients' medication and clinical needs could be resolved with improved data flow, data analytics, and telehealth connectivity. Healthcare delivery is changing rapidly, primarily driven by the need to protect all stakeholders from exposure to viruses and other contagious diseases while delivering timely patient-centered care. During times of rapid evolution, precautions to ensure safe medical practices, patient privacy, and appropriate reimbursement must be taken. Medical errors can occur when "information is unrecorded, misdirected, never received, never retrieved, or ignored," according to patient safety experts at CRICO Strategies. Four specific challenges that can be addressed by innovative digital technology include care collaboration (including telehealth), medication and clinical management, medication reconciliation, and medication adherence.

Medication management involves the proper use of prescribed drugs by patients. This service supports the need for patients to take their medications at the appropriate time and helps avoid potential interactions with other prescribed medicines. Many patients must remember to take several prescribed drugs per day. Those who take prescription drugs take an average of four, and many also take over-the-counter medicines, vitamins, and other dietary supplements, according to a *Consumer Reports* survey. Patients can get overwhelmed quickly by the volume of prescribed drugs that they consume and may forget to tell their doctors all the medications they are taking.

A prescriber's lack of knowledge about the full array of drugs a patient takes could result in a medical error. Unwitting medical errors are the most significant threat of poor medication management. According to a 2016 study, "ADEs [adverse drug events] account for more than 3.5 million physician office visits and 1 million emergency department visits each year. It is believed that preventable medication errors impact more than 7 million patients and cost almost \$21 billion annually across all care settings."<sup>1</sup> Providing doctors with a more robust, accurate, and precise medication history as well as technology that improves medication matching can mitigate the risks of ADEs.

Collaborating on and coordinating patient care across providers, clinical and medication services, patients, and other caregivers are proven to avoid ADEs, protect healthcare participants from unnecessary exposure to viral infections, and provide patients access to their healthcare providers, regardless of care setting. Industry analysts cite the following information based on Frost & Sullivan research:

- 81% of patients are more likely to select a medical provider who offers telemedicine services over one who does not when choosing doctors.<sup>2</sup>
- Perceived barriers to adoption of telehealth included difficulties integrating it into the practice workflow (mentioned by 42% of respondents), no patient access to the

<sup>1</sup> Brianna A. da Silva and Mahesh Krishnamurthy (2016), "The alarming reality of medication error: a patient case and review of Pennsylvania and National data," *Journal of Community Hospital Internal Medicine Perspectives* 6:4, DOI: [10.3402/jchimp.v6.31758](https://doi.org/10.3402/jchimp.v6.31758).

<sup>2</sup> Lisa Hedges (2019), "Should You Offer Telemedicine Services? Patients Weigh In," [SoftwareAdvice.com](https://www.softwareadvice.com).

technology (36%), concern about potential medical errors (29%), and security and privacy of patient information (23%).<sup>3</sup>

- More than 70% of patients feel fully satisfied when they receive coordinated care.
- Approximately 20% of the patients switch providers every year due to a lack of trust in their care teams.
- Close to 70% of patients prefer to make more informed clinical decisions related to payer and provider services when they have access to their accurate medical data.
- Medical errors during transitions of care are prevalent; 80% of clinical errors occur due to the lack of coordinated communication during care transitions.<sup>4</sup>

Medication adherence involves patients properly complying with a prescribed treatment plan. According to a recent article, “Medication nonadherence for patients with chronic diseases is extremely common, affecting as many as 40% to 50% of patients who are prescribed medications for the management of chronic conditions such as diabetes or hypertension. At least 100,000 preventable deaths and \$100 billion in preventable medical costs per year are due to nonadherence to prescribed treatment.”<sup>5</sup> Solutions that engage patients and increase medication adherence from first fill through maintenance must not be cumbersome and overbearing or overly intrusive.

Collaboration and telehealth tools must be easy to implement for organizations; intuitive to use for clinicians, patients, and caregivers; accessible inside or outside of a facility; and scalable to adapt to organizational needs. Based on the indicators cited, providers and first responders need to gain real-time access to the increasing volume of patient data that currently exists in silos. Patients need to access their personal doctors and care teams through remote telehealth options. Solutions that overcome these silos can improve patient outcomes and reduce the cost of medical interventions or prevent patient deaths in many situations.

### *New Product Attributes and Customer Impact*

Frost & Sullivan has assessed several digital products that offer access to critical clinical and pharmacy data as well as secure care collaboration between healthcare participants. We are impressed by DrFirst’s products, features, and functionalities. US-based DrFirst provides software solutions and services that enable real-time access to patient data, improve communication and collaboration at the point of care, and build a knowledge base across patients’ caregivers and other touchpoints. DrFirst enhances a doctor’s clinical view of patients’ medical care and drug regimens, driving safer care, and better health outcomes.

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<sup>3</sup> American College of Physicians (ACP) survey, cited in Joyce Frieden (2019), “Barriers to Telehealth Adoption Remain, Survey Finds,” [MedPageToday.com](https://www.medpagetoday.com).

<sup>4</sup> Frost & Sullivan (2019), “US Care Coordination Software Market, Forecast to 2023,” [store.frost.com](https://www.frost.com).

<sup>5</sup> Fred Kleinsinger (2018), “The Unmet Challenge of Medication Nonadherence,” *The Permanente Journal* 22:18-033 DOI: [10.7812/TPP/18-033](https://doi.org/10.7812/TPP/18-033).

## Match to Needs

DrFirst has built a product portfolio around the following four significant needs of healthcare industry participants: care collaboration (including telehealth), medication and clinical management, medication reconciliation, and medication adherence. Their solutions include the following:

- Backline Care Collaboration, EMS, and Telehealth
- Rcopia, EPCS Gold, Medication Management, and CareComplete Clinical Management
- Provider Solutions, myBenefitCheck, and ePA Medication Adherence
- MedHx and SmartSig Medication Reconciliation

DrFirst's HIPAA-compliant communication platform, Backline™, improves care coordination through its ability to instantly share clinical data and documents, patient updates, and provider instructions with everyone involved with the patient's care, including the patient. Clinicians can engage with patients via telehealth sessions; collaborate with the care team via secure chat; share HIPAA-compliant messages, images, files, and videos; obtain e-form completion and; send patient reminders. To protect both providers and patients from the spread of infectious diseases like the flu or COVID-19, the telehealth option allows for secure video conferencing with patients for protected virtual care. Unlike other telehealth options, Backline connects patients with their current medical team (rather than a random telehealth physician) to maintain continuity of care. The ease of use for patients includes no registration process nor app download required. For emergency medical service (EMS), the platform provides access to a patient's medication history at the scene of an emergency, even when a patient is unresponsive. Emergency medical technicians (EMTs) can securely share patient information and en route to the facility, helping the ER team prepare for immediate action upon the patient's arrival and eliminating delays in care for charting.

DrFirst's suite of medication management solutions covers both mobile and office e-prescribing options and includes medication history, access to state databases and formularies, and drug interaction alerts. More than 320 electronic health record (EHR) vendors have integrated Rcopia® e-prescribing, either alone or together with one of DrFirst's other solutions. EPCS Gold<sup>SM</sup> enables the electronic prescribing of controlled substances in one workflow. DrFirst also provides PDMP (Prescription Drug Monitoring Program) that connects prescribers directly to all available state databases without having to log out and leave the e-prescribing or EHR workflow. Finally, the mobile application, iPrescribe<sup>SM</sup>, is a free app that lets providers write both controlled and legend prescriptions, as well as access state PDMPs from anywhere at any time. This app improves doctors' efficiency when they see patients in multiple locations or are otherwise away from their office.

DrFirst offers CareComplete™, the bi-directional exchange of patient benefit information between payers and providers, to give doctors real-time insight into a patient's health plan benefits, medical, and medication history at the point of care. This solution removes

the friction providers have struggled with for years: logging into multiple payer portals outside the clinical workflow to get only claims-based information. CareComplete presents encounter-based, patient-specific benefit, clinical, care gap, price transparency, and prior authorization information in a seamless and consistent format at the point of care within the EHR workflow. The solution gives providers price estimates for labs and specialists based on patient-specific health plan benefits, identifies gaps in care during patient visits to reduce year-end chart chase for HEDIS (Healthcare Effectiveness Data and Information Set) submission. Providers receive alerts for timely care consistent with standards for medical testing and health screening throughout the year. CareComplete also helps avoid delays in care by giving providers the ability to quickly and accurately identify prior authorization needs based on patients' payer benefits. Also, it enables the exchange of full CCDA files between payers and providers to mitigate gaps in care and medical errors during transitions of care and other points in the care encounter.

DrFirst offers ProviderSolutions™, a suite of behavioral, clinical, and financial tools within the e-prescribing workflow to monitor and improve patient medication adherence, including access to clinical scorecards, behavioral engagement tools, and health education resources tailored to the patient's condition. The solution enables physicians to make the most of their time with patients, improve medication adherence, impact care outcomes, and take proactive steps to keep at-risk patients on track. Through myBenefitCheckSM, providers can access the cost of care to prescribe medications that patients can afford, as well as therapeutic equivalents to drive first fill, medication adherence, and timely care. DrFirst ePA (Electronic Prior Authorization) gives providers accurate insight into prior authorization needs that are specific to a patient's health plan benefits, as well as facilitates PA submissions, eliminating the number of false positives and improving time-to-therapy. To help providers stay aware of new therapies or new indications for existing drugs, DrFirst also delivers clinical messaging on updates and relevant drug information within the e-prescribing workflow.

Medication history is a process that must continue to scale and allow for the intake of data seamlessly and efficiently. DrFirst's MedHx™ platform lessens the risk that missing and poor data quality, as well as transcriptions errors, have on potential ADEs by providing comprehensive, clinically actionable medication history. The interoperable medication history solution includes the most robust prescription data available in the industry through its many EHR integrations and connections. The system features SmartSigSM, a DrFirst patented AI technology that translates, infers, and normalizes prescription instructions (sigs) into consistent, usable medication history data. Built-in drug matching abilities lessen guesswork and the ADEs that can result. More robust, precise, and accurate data improves time-to-treatment by reducing time spent collecting medication history and minimizing clicks and keystrokes to input or update data.

## Design

Frost & Sullivan has previously cited DrFirst for its technology leadership in offering secure text messaging for care collaboration. This latest acknowledgment is for the way that DrFirst has continuously evolved its technology into products that are focused on



medication management and adherence designed to meet the needs of providers, pharmacists, dentists, patients, payers, and EMR solution providers.

Frost & Sullivan commends DrFirst's ability to expand its impressive technology to meet a range of healthcare challenges, regulatory drivers, and core initiatives. Its versatile and robust platforms can plug into a system to address a specific need or close specific gaps in care delivery. DrFirst works with all stakeholders in the healthcare universe to connect touchpoints and remove silos for seamless data sharing.

- DrFirst's solutions for hospitals cover a wide range of methods to improve the operational efficiency of medication and clinical management, medication adherence, and care coordination.
- The solutions for physicians are tailored to enable practice workflow and ensure immediate access to accurate patient data and facilitate safe, remote patient care. These users need straightforward software that requires minimal training and provides immediately usable patient information. DrFirst fulfills these needs and more with services like telehealth and e-signature that help providers secure confidential healthcare-related documents and forms from patients or their caregivers remotely, safely, and in compliance with HIPAA.
- Solutions for pharmacies fulfill the specific needs to improve pharmacy productivity, communication, and patient safety resulting in better patient care.
- Hospice and long-term care organizations can connect all care team members and caregivers securely, inside and outside the facility. These users must frequently share critical patient information among clinical teams safely within and across organizations. Providing immediate access to additional medical and pharmacy support from the bedside is an ongoing need. Care teams must be able to update family members and other caregivers on the status of their loved ones as well as on essential patient directives like consent to care, DNRs, and next steps in care agreements.
- EMR/EHR vendors benefit from DrFirst's ability to partner with them to expand their core technology, comply with evolving regulations, enhance functionality, achieve certifications, retain current customers, and spark new sales of EMR/EHR systems.
- Payers need providers to achieve operational efficiency at the point of care that features dataflow for benefit coverage, identifies care gaps, and provides in-network referrals. Payers benefit when providers have access to price transparency and the ability to be aware of prior authorizations that reside within the provider workflow. Payers can better support their network providers by alleviating burnout and achieving operational efficiency at the point of care with information that drives the best clinical outcomes. Dataflow delivers member-specific benefit coverage, identifies care gaps, and provides in-network lab and specialist referrals. DrFirst offers the products and platforms that provide access to this data.

## Reliability

DrFirst tackles operational efficiency challenges and provides solutions that are reliable replacements for previously unreliable processes. For example, the Catawba Valley Medical Center in Hickory, North Carolina, had a problem getting beds assigned to incoming patients. Unacceptable delays to this process appeared challenging to resolve. Patients remained in the ER for too long, causing throughput, boarding, and patient safety concerns. By using the bed management module of its EHR, which enabled a patient to be assigned to a bed, the center solved part of the problem. Still, the communications solution that was needed to alert the administrator quickly was unavailable. The medical center selected DrFirst to achieve full efficiency. DrFirst used Backline to alert on-duty administrators of the need for a bed, regardless of their location in the hospital. "Once notified, administrators on duty can quickly respond with a bed match and transition the patient to an inpatient room,"<sup>6</sup> all by using a cellphone. As a result, within two months, time from the emergency department (ED) arrival to departure to a room decreased by nearly 97 minutes per patient. Calls per day to on-duty administrators decreased from 274 before electronic notifications to 149 since implementation, which eliminates approximately 125 calls per day to these administrators.

Frost & Sullivan applauds DrFirst's ability to meet this hospital's specific needs by demonstrating a quick and reliable resolution to a serious operational throughput and patient safety challenge.

## Brand Equity

DrFirst has been actively supplying healthcare software solutions since 2000, and its network has grown to reach over 283,000 healthcare professionals and 108,000 prescribers. DrFirst has contracts with more than 1,400 hospitals throughout the United States and has partnerships with more than 320 EHRs and health information systems (HIS) on the US market.

The company provides solutions to providers, payers, EHRs, and other suppliers, such as The University of Texas MD Anderson Cancer Center, Fresenius Medical Care, Mayo Clinic, Humana, UnitedHealthcare, MEDITECH, Cerner, Epic, Allscripts, McKesson Corporation, and Greenway Health. This impressive growth has created strong brand awareness and equity among customers that select DrFirst's services.

Additionally, DrFirst provides solutions to medical institutions and integrated delivery systems that serve the general public. Recent examples of this include King's Daughters Medical Center (KDMC) in Mississippi, Catawba Valley Medical Center in North Carolina, and Lafayette General Health in Louisiana.

As a result of its broad and deep client base, DrFirst can benefit from its well-established brand equity or that of its well-known partners and customers.

## Customer Purchase Experience

DrFirst has expanded its product mix based on the needs of segments across the continuum of care to support specific users. For example, DrFirst has supplied KDMC in southwest

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<sup>6</sup> Bill Siwicki (2019), "Care collaboration tech reduces hospital's ED-to-bed wait time by 97 minutes," [HealthcareITNews.com](https://www.healthcareitnews.com).



Mississippi with a new technology that can help first responders avoid life-threatening drug interactions in emergencies and communicate with inbound hospitals to speed time-to-care. The Backline app is now available to emergency medical technicians. It offers in-the-field access to secure messaging and patient medication history in compliance with federal medical confidentiality and security requirements, such as HIPAA. The strict rules for HIPAA compliance can have the unintended consequence of making communications difficult in an emergency. DrFirst's new software overcame this challenge and enabled KDMC to communicate rapidly with teams that respond to medical emergencies. The app allows paramedics to scan the barcodes on the back of a patient's driver's license. This barcode contains the patient's identification number, which is matched to the patient's medical records in an extensive database that Backline maintains with pharmacies nationwide.<sup>7</sup> This capability presents first responders with six months of medication history. Access to this data allows paramedics to assess a patient based on their medication history and avoid giving medication to the patient that could be life-threatening. At the same time, hospitals have the information they need to create patient charts and order any tests required before the patient arrives at the hospital. This capability is crucial for those patients who are unconscious or otherwise unable to offer important medical information directly to the EMTs. Frost & Sullivan believes that this is an outstanding use of DrFirst's innovative technology to create a new product that benefits patients and providers.

In another use case, 115 nurse practitioners (NPs) within a medical practice division of a large West Coast payer began using Backline for telehealth to combat the spread of the novel coronavirus during the pandemic. The NPs reached out to patients through virtual visits to assess their needs, respond to questions, and discuss any next steps for care. A team of 23 NPs launched the program and completed 358 video visits the first day, and more than 8,000 in the first two weeks.

### **Positioning**

DrFirst has outstanding growth potential based on how it has productized and positioned its innovative technologies. The company positions its products in the following three segments: by audience, by healthcare challenge, and by product. For example, DrFirst has developed platforms for acute and ambulatory clinicians, pharmacies, life sciences, and payer audiences. Healthcare challenges include prescription and medical benefit discovery, medication management, medication adherence, and care collaboration. Products include Rcopia, iPrescribe, EPCS, MedHx, SmartSig, Backline, myBenefitCheck, CareComplete, and more. These solutions offer best-in-class software that advances current standards across medication management and e-prescribing, give providers access to patient-centric benefits and encounter information at the point of care, deliver secure care collaboration tools to connect care team members from any location through virtual visits or secure communication, and provide tools to monitor medication adherence and improve health outcomes.

The recent COVID-19 pandemic has changed healthcare forever. Each audience will increase its need for secure and reliable information, new and innovative communications

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<sup>7</sup> Aaron Paden (2019), "Paramedics use app to provide care," [DailyLeader.com](https://www.dailyleader.com/news/paramedics-use-app-to-provide-care).

technology, and software over the next decade. DrFirst is well positioned across the healthcare industry as a direct supplier or partner to meet these needs. Frost & Sullivan is impressed by DrFirst's strategy to lead the evolution of healthcare by securely connecting people at every touchpoint of care to improve patient outcomes.

### *Conclusion*

The healthcare industry has been attempting to use data and communications to improve support for medication management, care collaboration based on clinical data sharing, medication reconciliation, and medication adherence. Technology that serves the specific purposes of a wide range of users, including providers, hospitals and medical centers, first responders, payers, and long-term care facilities, is needed.

DrFirst has built its solutions to tackle these challenges. The company's technology and platforms are well-positioned in the market, placing the company on a steady path to continue growing over the next decade. Moreover, DrFirst designed its products to ensure security and privacy, ease of access, and the ability to communicate over any device.

With its strong overall performance, DrFirst has earned Frost & Sullivan's 2020 New Product Innovation Award in the US digital health data industry.

## Significance of New Product Innovation

Ultimately, growth in any organization depends on continually introducing new products to the market and successfully commercializing those products. For these dual goals to occur, a company must be best in class in three key areas: understanding demand, nurturing the brand, and differentiating from the competition.



## Understanding New Product Innovation

Innovation is about finding a productive outlet for creativity—for consistently translating ideas into high-quality products that have a profound impact on the customer.

### *Key Benchmarking Criteria*

For the New Product Innovation Award, Frost & Sullivan analysts independently evaluated two key factors—New Product Attributes and Customer Impact—according to the criteria identified below.

### New Product Attributes

- Criterion 1: Match to Needs
- Criterion 2: Reliability
- Criterion 3: Quality
- Criterion 4: Positioning
- Criterion 5: Design

### Customer Impact

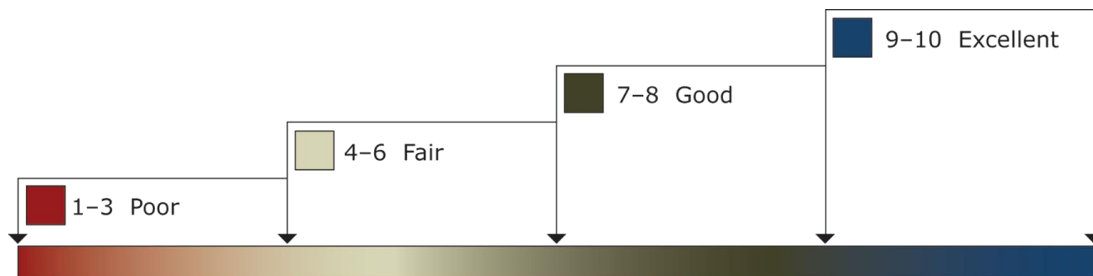
- Criterion 1: Price/Performance Value
- Criterion 2: Customer Purchase Experience
- Criterion 3: Customer Ownership Experience
- Criterion 4: Customer Service Experience
- Criterion 5: Brand Equity

## Best-Practices Award Analysis for DrFirst

### *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 our 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 is organized by New Product Attributes and Customer Impact (i.e., these are 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, we have chosen to refer to the other key participants as Competitor 2 and Competitor 3.

<i>Measurement of 1–10 (1 = poor; 10 = excellent)</i>			
<b>New Product Innovation</b>	New Product Attributes	Customer Impact	<b>Average Rating</b>
<b>DrFirst</b>	<b>10</b>	<b>10</b>	<b>10</b>
Competitor 2	7	5	6
Competitor 3	6	4	5

### *New Product Attributes*

#### **Criterion 1: Match to Needs**

Requirement: Customer needs directly influence and inspire the product’s design and positioning.

#### **Criterion 2: Reliability**

Requirement: The product consistently meets or exceeds customer expectations for consistent performance during its entire life cycle.

#### **Criterion 3: Quality**

Requirement: The product offers best-in-class quality, with a full complement of features and functionalities.

#### **Criterion 4: Positioning**

Requirement: The product serves a unique, unmet need that competitors cannot easily replicate.

#### **Criterion 5: Design**

Requirement: The product features an innovative design, enhancing both visual appeal and ease of use.

### *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 most 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**

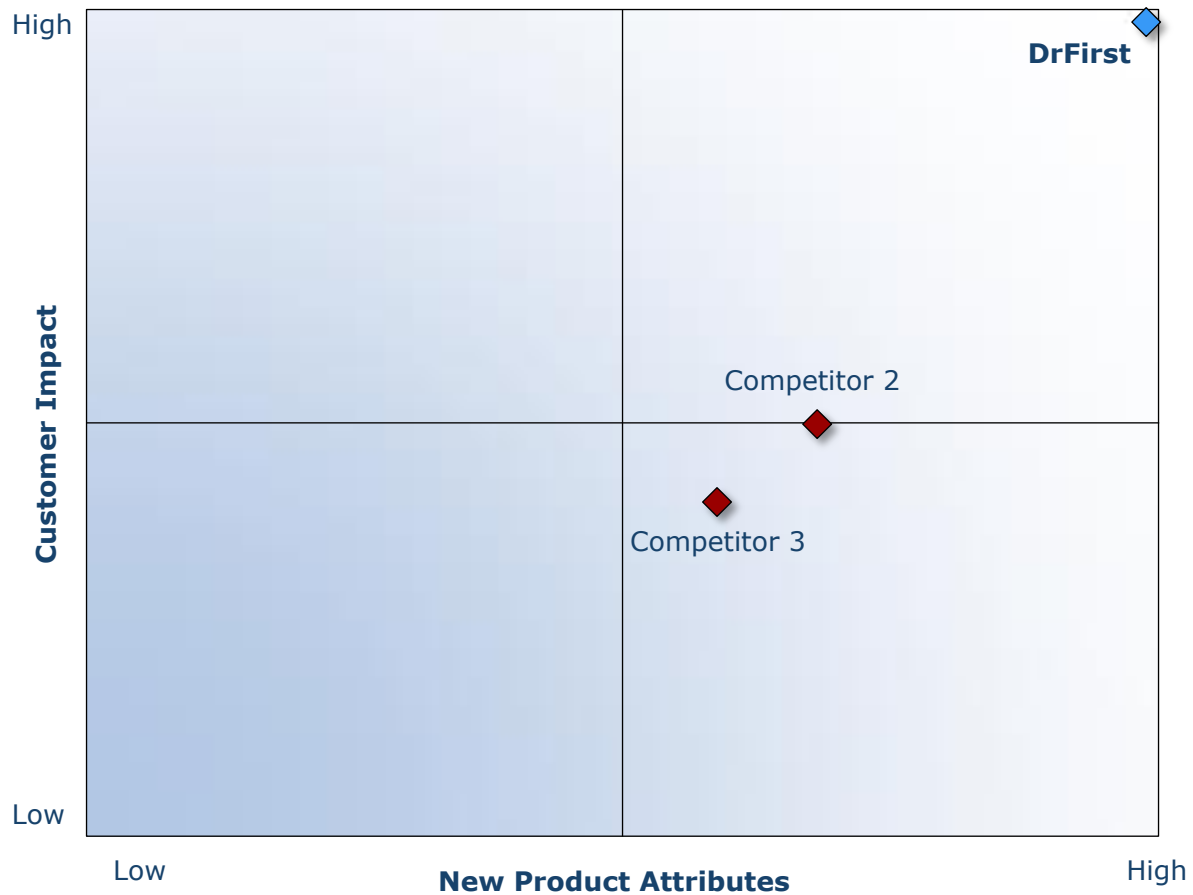
Requirement: Customer service is accessible, fast, stress-free, and of high quality.

**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 <b>Monitor, target, and screen</b>	Identify Award recipient candidates from around the globe	<ul style="list-style-type: none"> <li>Conduct in-depth industry research</li> <li>Identify emerging sectors</li> <li>Scan multiple geographies</li> </ul>	Pipeline of candidates who potentially meet all best-practice criteria
2 <b>Perform 360-degree research</b>	Perform comprehensive, 360-degree research on all candidates in the pipeline	<ul style="list-style-type: none"> <li>Interview thought leaders and industry practitioners</li> <li>Assess candidates' fit with best-practice criteria</li> <li>Rank all candidates</li> </ul>	Matrix positioning of all candidates' performance relative to one another
3 <b>Invite thought leadership in best practices</b>	Perform in-depth examination of all candidates	<ul style="list-style-type: none"> <li>Confirm best-practice criteria</li> <li>Examine eligibility of all candidates</li> <li>Identify any information gaps</li> </ul>	Detailed profiles of all ranked candidates
4 <b>Initiate research director review</b>	Conduct an unbiased evaluation of all candidate profiles	<ul style="list-style-type: none"> <li>Brainstorm ranking options</li> <li>Invite multiple perspectives on candidates' performance</li> <li>Update candidate profiles</li> </ul>	Final prioritization of all eligible candidates and companion best-practice positioning paper
5 <b>Assemble panel of industry experts</b>	Present findings to an expert panel of industry thought leaders	<ul style="list-style-type: none"> <li>Share findings</li> <li>Strengthen cases for candidate eligibility</li> <li>Prioritize candidates</li> </ul>	Refined list of prioritized Award candidates
6 <b>Conduct global industry review</b>	Build consensus on Award candidates' eligibility	<ul style="list-style-type: none"> <li>Hold global team meeting to review all candidates</li> <li>Pressure-test fit with criteria</li> <li>Confirm inclusion of all eligible candidates</li> </ul>	Final list of eligible Award candidates, representing success stories worldwide
7 <b>Perform quality check</b>	Develop official Award consideration materials	<ul style="list-style-type: none"> <li>Perform final performance benchmarking activities</li> <li>Write nominations</li> <li>Perform quality review</li> </ul>	High-quality, accurate, and creative presentation of nominees' successes
8 <b>Reconnect with panel of industry experts</b>	Finalize the selection of the best-practice Award recipient	<ul style="list-style-type: none"> <li>Review analysis with panel</li> <li>Build consensus</li> <li>Select recipient</li> </ul>	Decision on which company performs best against all best-practice criteria
9 <b>Communicate recognition</b>	Inform Award recipient of Award recognition	<ul style="list-style-type: none"> <li>Present Award to the CEO</li> <li>Inspire the organization for continued success</li> <li>Celebrate the recipient's performance</li> </ul>	Announcement of Award and plan for how recipient can use the Award to enhance the brand
10 <b>Take strategic action</b>	Upon licensing, company is able to share Award news with stakeholders and customers	<ul style="list-style-type: none"> <li>Coordinate media outreach</li> <li>Design a marketing plan</li> <li>Assess Award's role in future strategic planning</li> </ul>	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 seven of Frost & Sullivan's research methodologies. Too often, companies make important growth decisions based on a narrow understanding of their environment, leading to 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 CHAO



## About Frost & Sullivan

Frost & Sullivan, the Growth Partnership Company, enables clients to 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-practice models to drive the generation, evaluation, and implementation of powerful growth strategies. Frost & Sullivan leverages more than 50 years of experience in partnering with Global 1000 companies, emerging businesses, and the investment community from 45 offices on six continents. To join our Growth Partnership, please visit <http://www.frost.com>.