



2018 Global Continuous Biochemical Sensors  
Entrepreneurial Company of the Year Award



2018  
**BEST PRACTICES**  
AWARDS

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## Background and Company Performance

### *Industry Challenges*

The two spectrums of continuous health monitoring include invasive techniques for continuous glucose data generation to allow users to dose insulin installments as required, based on therapeutic data, and non-invasive monitoring techniques using devices such as Fitbit.

Therapeutic decisions cannot be made on steps walked/run, no matter how accurately they are tracked, because activity trackers, such as Fitbit, are not considered clinical grade. In terms of accuracy, invasive techniques using biosensors are reliable, and continuous glucose monitors (CGMs) offer clinical-grade data for accurate decision making. However, achieving such high-level, accurate results still remains a challenge.

The global continuous biochemical sensors and biosensors market faces several challenges that can be addressed effectively by pursuing innovative, sustainable, and competitive strategies for a prolonged period. The first challenge of continuous biochemical sensing is providing accurate, clinical-grade measurements so that a physician, care provider, or any health professional can make a therapeutic decision based on that data. The main technical hurdle experienced in continuous monitoring is the body's response to a foreign element/chemical material when measuring parameters from inside the body, rather than through sweat, light, or other easily accessible parameters.

However, most biosensors often do not deliver a satisfactory end-user experience and may create a letdown effect because of the quality of tests in the home diagnostic market as well as the inability to add value to the overall test attributes and experience. Industry participants need to offer (and proactively market) well-designed and well-integrated test modules based on quick sensing and diagnostics to fulfill both home diagnostic and point-of-care end-user needs for continuous in-situ sensing/monitoring.

A major industry challenge for strategic product differentiation is that global diagnostic test instrument modules and biosensors used for continuous sensing for rapid test results are part of an emerging market, and the presence of strong companies with high brand value makes this market competitive. However, these companies' continuous biochemical sensing solutions have been unable to solve the body's negative reaction to foreign elements.

The marketing challenge is in demonstrating that continuous biochemical sensors measure signals that are correlated to references (standardized clinical data) and that the data is meaningful in the clinical/therapeutical environment. This process can be conducted with experimental protocols and by running experimental studies as well as by providing sensors to surgeons and physicians and then deploying them to the patient population.

Another challenge is in demonstrating to doctors/physicians and patients that the gathered data has the beneficial outcome in terms of offering appropriate therapeutic options as well as providing meaningful outcomes.

## *Entrepreneurial Innovation and Customer Impact*

### **Total Customer Experience**

Profusa, Inc. (Profusa) started by offering complete solutions (both an injectable biocompatible biochemical sensing element and a monitoring hardware). The company has developed various solutions that focus on the life sciences market, and its continuous biochemical sensing solution can be applied to many diverse end-user applications in the global health/wellness market, such as monitoring oxygen, glucose and lactate.

By taking advantage of its technology platform, Profusa continues to build on universal solutions by working closely with many point-of-care, remote monitoring, and health care delivery organizations..

For example, Profusa currently works with several well-known point-of-care institutions worldwide and continues to increase its customer base rapidly for its various health/wellness solutions and services.

The following are highlights of Profusa's highly effective growth strategy:

- Establish the largest partner network by partnering with leading health institutions, hospitals, universities, and research organizations, thus resulting in high end-user market penetration
- Allow channel partners to deploy Profusa's health solutions rapidly among their customer bases
- Partner with industry collaborators that share Profusa's vision of developing continuous biochemical sensors to transform healthcare for personal and medical use
- Develop a highly capable, scalable, and secure set of product offerings targeted at different types of end-user applications, with a clear, phased roadmap for planned application growth

A company's exemplary ability to transform its innovative acumen into high-class business value demonstrates its keen entrepreneurial spirit and cohesive engagement in activities involving its customers. Profusa has accurately adopted a similar effort to meet its customers' needs.

Since its inception in 2011, Profusa has adopted an efficient strategy to keep its customer commitments and has maintained high levels of precision, quality, and innovation during

solution delivery. The ability to stay flexible in its operative domain and occasionally redirect strategic paths according to specific customer requirements provides Profusa with a strong foothold in the competitive market. Additionally, the company's comprehensive capability to develop ground-breaking technologies so that end users in the continuous monitoring market stay optimized as per their evolving needs enables the company to exhibit outstanding strategic excellence.

Furthermore, the ability to augment the customer's satisfaction quotient while evaluating the excellence of an organization's growth strategy is an important benchmark, and Profusa has fared significantly well in this regard. By utilizing its promising technology platform, swift response to customers' longstanding demands, and innovations to its solution portfolio, the company has ensured high customer satisfaction, significantly established by its adoption and increasing growth patterns.

The company aims to expand this capability further to reap more market share and register enhanced growth figures by understanding customer requirements executed through key partnerships with physicians, industry, the military health system, point-of-care and special institutions, the working-age population, and preventive health initiatives. These initiatives result in Profusa delivering its highly accurate continuous biochemical (hydrogel) sensing platform and optical biosensor reader instrument capabilities with advanced and feature-rich solutions, compared to competing test solutions available in the market.

### **Unique Technology Platform**

A key challenge with continuous monitoring biosensors is overcoming the body's recognition of a foreign element once inserted under the skin, no matter how small it is or with what it is coated. The human body is adept at determining what is foreign and what belongs naturally. As soon as the sensor is inserted under in the skin, the body begins the rejection process. This mechanism of detecting a foreign element starts with an immunological response and ends with encapsulation by collagen and scar tissue.

This rejection process is why current continuous glucose monitoring solutions need to have the probe or sensor's life extend beyond the current maximum of about two weeks. Furthermore, even though the probe/sensor will continue to work, it starts to measure the scar tissue environment instead, which has little correlation with systemic glucose or any other measured parameter.

Profusa's unique hydrogel-based biochemical sensing innovation has solved this challenge by overcoming the body's response to a foreign element. For example, with the help of a syringe, a sliver of the hydrogel-based sensor is placed under the skin, with no side effects. The human body neither adversely reacts to the sensor nor recognizes this hydrogel-based sensor as foreign. In fact, the body integrates this hydrogel-based sensor into the healthy tissue. Compared to competing solutions, Profusa's sensor is a ground-

breaking achievement. In addition, because the body accepts Profusa's hydrogel-based sensor, it can last in the body for more than two years with no development of scar tissue.

Another technical hurdle that Profusa has solved is the challenge of delivering the sensor signal. Current CGMs deliver the sensor signal through a needle, with the signal traveling up the needle to a device located outside of the body.

In contrast, Profusa's continuous biochemical sensors do not require a needle. Instead, the sensor signal is delivered by an optical interrogator that is fluorescent. For example, Profusa's solution interrogates the sliver of hydrogel sensor injected under the skin and the return light from this hydrogel. The fluorescent signal coming through the skin provides an accurate reading of that local environment.

Furthermore, the human skin has variations, and melanin for one person will be different from another. Therefore, the second challenge met by Profusa's innovation is that irrespective of skin tone and color, the standard biochemical sensing solution is effective. As the light comes through the skin, the signal needs to be controlled for tissue variability. This variation between individuals and within individuals is the second difficulty Profusa has overcome.

By solving both problems, Profusa has developed a robust continuous biosensing platform that accurately measures a wide variety of analytes. The sensor signal in the interrogation is non-invasive and conducted through light, thus providing a positive user experience.

### **Unmet Needs**

With its core philosophy to meet its potential customers' unmet needs, Profusa is credited with its key innovation in the biochemical sensor-based medical application space. For example, the company has successfully developed an extremely sensitive hydrogel-based biosensor footprint for continuous monitoring, thereby providing the company with tremendous credibility because this solution at this scale is the only one on the market.

For example, Profusa's solution enables continuous monitoring of multiple parameters using a single subcutaneous biochemical (hydrogel) sensor, which is the first such innovation in the biosensor field. In 2018 Profusa is completing trials for testing of home diagnostic module using Lumee console and flex reader head which is wireless compatible. This and other innovations should be available commercially in early 2019, including home diagnostic applications.

The basis of Profusa's innovation is its high-class technology platform, developed individually and tested with other allied-user partners, such as the National Institutes of Health (NIH), US Department of Defense, Dasman Diabetes Institute, Medical Center and Hospital at Duke University, University of California (San Francisco), Texas A&M University, and North Carolina State University. Such solutions help customers procure the utmost satisfaction in terms of extremely precise test modules. Additionally, instruments such as optical readers can maintain high efficiency.

This unique and best-in-class approach to assisting customers and addressing related market requirements in a user-friendly, cost-effective, and holistic manner places Profusa in a competitively superior position, compared to other companies with traditional test kits (single tests) in the market. Therefore, to define the utmost value in its solutions, Profusa has resolved to invest in research and development (R&D), along with strategic input from its R&D team, thereby further helping the company align with its customers' needs and deliver the utmost business value.

### **Product and Service Value**

Even though Profusa's competitors are experiencing positive adoption of their offerings, they are limited in their ability to offer complete solutions and services to the few vertical end-user markets. Profusa's execution capabilities are already evident in the continued adoption of its different platforms by leading brand institutions, research companies, and universities. Leading biotechnology and medical health institutions partnering closely with Profusa validates the company and speaks volumes about its aggressive pursuit of excellence for its product, marketing, and sales strategies.

A wide distribution network is the prime reason Frost & Sullivan believes that Profusa will continue to see high customer adoption of its continuous monitoring biochemical sensor and services. To ensure a high degree of product and service value, the company is focusing on the following key strategies:

- Provide the most comprehensive set of capabilities
- Demonstrate a willingness and ability to refine the go-to-market strategy to keep pace with the rapid evolution of the continuous monitoring and test market and offer support for next-generation devices to ensure a broad coverage for users

The actual success of growth strategies adopted by companies is highly dependent on the execution process of those intricately devised business strategies. With Profusa, this success manifests itself in terms of developing highly innovative and quality-assured biosensors for pathogen detection for customers in the health/wellness, point-of-care, and home diagnostics markets. The use of such biochemical sensors is primarily spread across the national-research-laboratory and biodefense domains. Promotional strategies for the adoption of continuous biochemical monitoring sensors are chiefly executed by Profusa entering into key partnerships and collaborations with leading institutions, including laboratories, individual companies, and universities.

All such highly progressive and distinguished solution offerings are a result of the company's passion to form new partnerships with leading enterprises, which is clearly highlighted by its frequent partnerships with teams linked with various divisions and departments of leading organizations. For example, Profusa receives support through grants from Small Business Innovation Research (SBIR); National Heart, Lung, and Blood Institute (NHLBI), a division

of the NIH; Defense Advanced Research Projects Agency (DARPA); and the US Army Research Office (ARO).

This support has enabled Profusa to provide cohesive solutions to its end users and improve the quality of its offerings. By capitalizing on such strong relationships, Profusa continues to exhibit its entrepreneurial skills by delving deeply into customers' requirements and expectations.

### **Excelling in the Customer Total Ownership Experience**

Participants in the test market need to execute their operations and maintain service delivery in a precise, cost-effective, and accurate manner to ensure the desired high-quality ownership experience for end users.

Profusa's continuous biochemical sensors measure glucose levels, dissolved oxygen for vascular health and wound healing, and lactate for individual health, which competitors have unsuccessfully tried to accomplish. Additionally, data gathered continuously while users go about their daily lives is better than periodically obtaining data from blood tests in a clinical environment.

Obtaining data to analyze trends could result in better understanding of the causality of a health situation. In this context, an action versus an outcome is more powerful than obtaining point measurements once a year. The point data obtained just before and after therapy is less effective and can be risky. Profusa has demonstrated the difference in bringing to life the vision of analyzing stream data continuously. In such a proactive approach, the reliance on continuous monitoring for diagnosis leads to a highly accurate prescription, compared to a point measurement method.

For example, a doctor treating a critical limb ischemia patient can open a blood vessel so that tissue oxygen is restored to heal an open ulcer or open wound. In addition, the doctor can simultaneously monitor the course of healing through continuous data analysis. Profusa has demonstrated this capability with its sensors, which has changed the entire paradigm of inpatient care for this disease.

Profusa's innovative and feature-rich platform, which is focused on both the test and life sciences markets, has allowed it to penetrate the well-established patient monitoring market. Customer satisfaction is further accelerated by the company's ability to understand diverse customer needs and accordingly strategize for all-inclusive growth. Customer value is derived by the following methods:

- Servicing the user of the test module as well as the entire channel with ease
- Ensuring comprehensive reporting and feedback to help users understand and fine tune their biochemical sensor and optical monitoring product solutions on an ongoing basis to achieve the best results

- Providing avenues to channel partners by offering a wide range of solutions and services to all customers/end users
- Working collaboratively with various institutions of national importance and customers to offer multiple deployment options
- Offering modular and extensible platforms to mobilize solutions to meet future end-user needs

Frost & Sullivan is impressed that Profusa, with limited financial resources, has emerged as a preferred technology partner in the global continuous biochemical sensors market. In addition, Frost & Sullivan research shows that Profusa continues to outperform the competition through its ability to evolve in line with customers' changing needs and by seamlessly updating its innovative health/wellness technology platform with minimal disruptions to its user base.

### **Penetration Potential**

With the innovation of its continuous biochemical sensors, Profusa has been primarily focused on penetrating the diagnostic and preventive health market. In addition, the company's product displays high-growth potential in other application areas, including patient home diagnostic monitoring, biodefense, and infection control. For example, Profusa's biosensors could be developed for real-time, in vivo monitoring of cancer biomarkers, and to detect pathogens in aid workers, as well as to reduce infections proactively. Another key application area includes targeting biomarkers for Alzheimer's disease.

To develop a highly sensitive nano-biochemical sensor for detecting diseases in animals and related research, Profusa is successfully undertaking collaborative research with academic and university research institutions. As a leading developer of tissue-integrated biosensors, Profusa continues to invest in R&D to improve its biosensors and biomarkers range of products.

In July 2016, Profusa received a \$7.5 million grant from DARPA and ARO. The research has involved developing implantable biosensors for the continuous monitoring of multiple body chemistries. In addition, the focus has been on the real-time monitoring of a combat soldier's health status to improve mission efficiency. This research funding supports the further development of Profusa's biosensor technology for the real-time detection of the body's chemical constituents. Such an approach keeps Profusa ahead of its competitors in the global life sciences continuous monitoring and test market.

In February 2017, Profusa was awarded a research funding of \$1.5 million by Phase II SBIR, administered by NHLBI. For this R&D initiative, Profusa and North Carolina State University's ASSIST Center collaborated to develop an ultrathin flexible patch reader worn on the skin for continuous wireless monitoring of tissue oxygen in patients undergoing treatment for peripheral artery disease (PAD).

## Pioneering Best Practices

From its inception, Profusa has always promptly met customers' evolving needs. The company's ability to address customer requirements, while maintaining superior quality, is a testament to its proficiency in handling market challenges with ease. A global operational structure, along with prompt customer service, has undoubtedly helped the company enjoy a superior market positioning, unlike its competitors, because Profusa is the first to launch continuous monitoring through a subcutaneous chemical insertion that can last up to two years.

With its best-in-class developments, Profusa's continuous monitoring system can deliver the required chemical sensing inside the body to monitor specific parameters of an analyte. For example, the technology can monitor dissolved oxygen, glucose, and lactate in the tissue, and can be applied to monitor sodium, potassium, urea, and creatinine levels on a long-term, continuous basis.

Profusa's pioneering solution has been a first in the health/wellness market, which will likely lower the test and monitoring cost, and ensure high-quality, cost-effective outputs of health data.

Frost & Sullivan believes that Profusa's success is because of its ability to introduce successful, innovative, and next-generation test and tracking solutions that are rapidly scalable, accurate, and ahead of the competition.

## Conclusion

Profusa has achieved impressive growth since its inception. The company offers integrated monitoring solutions for life sciences and has become a key enabler in providing continuous biochemical sensing solutions for the entire value chain in the health/wellness market. The company is recognized for being highly successful in following growth-oriented market strategies and for its results-oriented implementation excellence.

Through its high-class and innovative biochemical sensor and optical reader kit, Profusa serves its customers' best interests across several medical diagnostics sectors. Ensuring user-friendly customer service, along with delivering improved, advanced, and affordable solutions in line with market demands, has helped Profusa address the prevailing key challenges in the continuous biochemical sensing and life sciences market.

With its recently developed biochemical sensor for continuously monitoring health parameters, as well as its entrepreneurial spirit in serving customers with innovative biochemical sensors, Profusa has earned Frost & Sullivan's 2018 Entrepreneurial Company of the Year Award in the continuous biochemical sensors market.

## Significance of Entrepreneurial Leadership

Ultimately, growth in any organization depends upon customers purchasing from a company and then making the decision to return time and again. In a sense, then, everything is truly about the customer—and making those customers happy is the cornerstone of any long-term successful innovation or growth strategy. To achieve these dual goals (customer engagement and growth), an organization must be best-in-class in three key areas: understanding demand, nurturing the brand, and differentiating from the competition.



## Understanding Entrepreneurial Leadership

Demand forecasting, branding, and differentiation underpin an entrepreneurial company's journey toward forming deep relationships with customers and permanently altering the market with their actions. These two concepts—Entrepreneurial Innovation and Customer Impact—are the cornerstones of this Award, as discussed further in the next section.

## Key Benchmarking Criteria

For the Entrepreneurial Company of the Year Award, Frost & Sullivan analysts independently evaluated two key factors—Entrepreneurial Innovation and Customer Impact—according to the criteria identified below.

### Entrepreneurial Innovation

- Criterion 1: Market Disruption
- Criterion 2: Competitive Differentiation
- Criterion 3: Market Gaps
- Criterion 4: Blue Ocean Strategy
- Criterion 5: Passionate Persistence

### Customer Impact

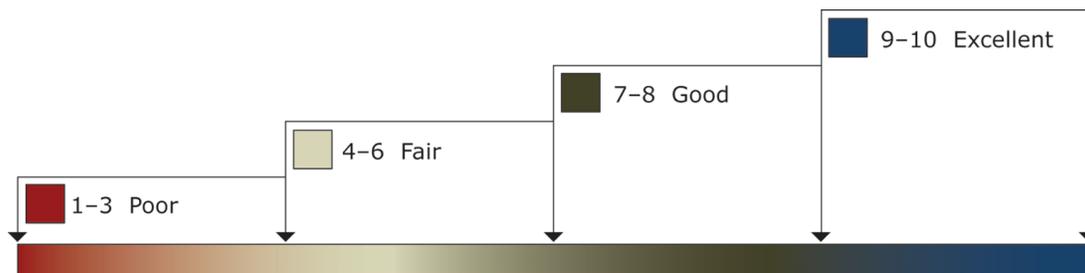
- Criterion 1: Price/Performance Value
- Criterion 2: Customer Purchase Experience
- Criterion 3: Customer Ownership Experience
- Criterion 4: Customer Service Experience
- Criterion 5: Brand Equity

## Best Practices Award Analysis for Profusa, Inc.

### 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 Entrepreneurial Innovation 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>Entrepreneurial Company of the Year</b>	Entrepreneurial Innovation	Customer Impact	<b>Average Rating</b>
<b>Profusa Inc</b>	<b>9.8</b>	<b>9.6</b>	<b>9.7</b>
Competitor 2	6.2	6.6	6.4
Competitor 3	6.4	5.8	6.0

### *Entrepreneurial Innovation*

#### **Criterion 1: Market Disruption**

Requirement: Innovative solutions that have genuine potential to disrupt the market, obsoleting current solutions and shaking up competition

#### **Criterion 2: Competitive Differentiation**

Requirement: Deep understanding of both current and emerging competition to create and communicate strong competitive differentiators in the market

#### **Criterion 3: Market Gaps**

Requirement: A clear understanding of customers’ desired outcomes, the products that currently help them achieve those outcomes, and where key gaps may exist

#### **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: Passionate Persistence**

Requirement: A deep belief in the “rightness” of an idea and a commitment to pursuing it despite seemingly insurmountable obstacles

### *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**

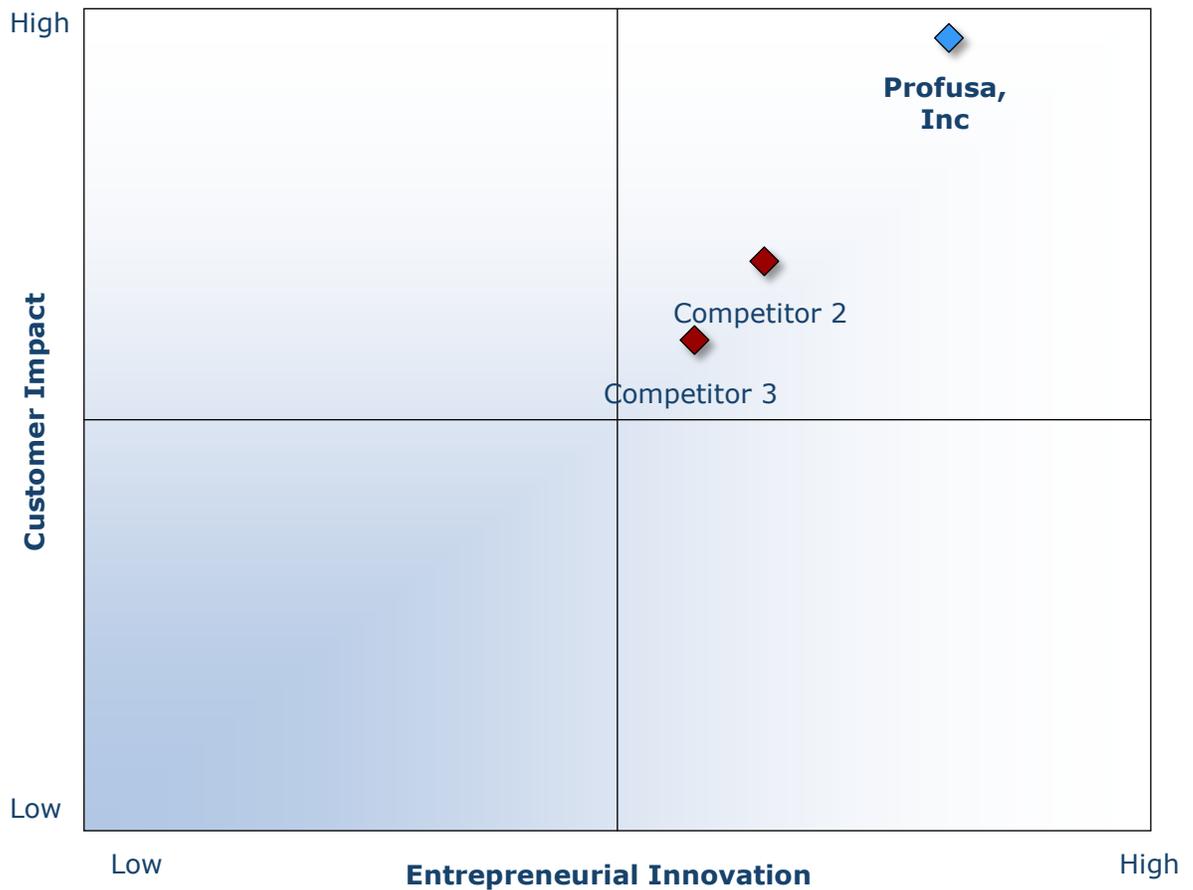
Requirement: Customer service is accessible, fast, stress-free, and of high quality.

**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 7 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 CHAOS



## 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>.