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BEST PRACTICES

AWARDS

FROST & SULLIVAN

2020 BEST PRACTICES AWARD

TATA TECHNOLOGIES

**2020 GLOBAL DIGITAL SOLUTIONS
FOR ENTERPRISE MODERNIZATION
COMPANY OF THE YEAR AWARD**

Contents

| | |
|---|----|
| Letter of Congratulations..... | 3 |
| Background and Company Performance | 4 |
| <i>Industry Challenges</i> | 4 |
| <i>Visionary Innovation & Performance and Customer Impact</i> | 4 |
| <i>Conclusion</i> | 11 |
| Significance of Company of the Year | 12 |
| Understanding Company of the Year | 12 |
| <i>Key Benchmarking Criteria</i> | 13 |
| Best Practices Award Analysis for Tata Technologies | 13 |
| <i>Decision Support Scorecard</i> | 13 |
| <i>Visionary Innovation & Performance</i> | 14 |
| <i>Customer Impact</i> | 14 |
| <i>Decision Support Matrix</i> | 15 |
| Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices..... | 16 |
| The Intersection between 360-Degree Research and Best Practices Awards..... | 17 |
| <i>Research Methodology</i> | 17 |
| About Frost & Sullivan | 17 |
| Copyright..... | 17 |

Letter of Congratulations

I am proud to present you with this year's award for Company of the Year for digital solutions in the global enterprise modernization industry.

Frost & Sullivan's global teams of analysts and consultants research a wide range of markets in multiple industries and regions and identify companies that are true industry leaders, delivering best practices in growth, innovation, and leadership. These companies have a keen eye on the future and drive innovation that meets upcoming needs before they become commonly visible, often being first to market with new solutions. They focus on delivering the best products at optimal prices to maximize customer value and experience. Identifying these companies involves extensive primary and secondary research across the entire value chain of specific products and/or markets. Against the backdrop of this research, Frost & Sullivan is pleased to recognize Tata Technologies as the Company of the Year for its digital solutions in the global enterprise modernization industry.

Delivering excellence worthy of the Company of the Year recognition is never an easy task, and it is made even more difficult considering today's competitive intensity, customer volatility, and economic uncertainty, not to mention the difficulty of innovating in an environment of escalating challenges to intellectual property. In this context, your receipt of this award signifies an even greater accomplishment.

Moreover, Frost & Sullivan recognizes that this accomplishment is the result of many employees, customers, and investors making daily choices to support the organization and contribute in a meaningful way to its future.

I enthusiastically acknowledge and celebrate these achievements and wish you great success in the future. Frost & Sullivan is here to support you on any future endeavor.

Sincerely yours,



David Frigstad
Chairman
Frost & Sullivan

Background and Company Performance

Industry Challenges

The COVID-19 pandemic has had an unprecedented impact on global markets, economies, and industries. The initial disruption in China led to the suspension of exports related to the automotive value chain, including auto parts and ancillary manufacturing. With 80% of the global automotive supply chain linked to China in some way, automotive original equipment manufacturers (OEMs) will continue to witness production shortfalls because of supply chain disruptions, thereby leading to significant disruptions across the automotive manufacturing landscape in Europe, North America, and Asia. Automotive sales are expected to fall by 15 to 25% by the end of 2020.

Several leading automotive OEMs and parts and ancillary manufacturers worldwide had suspended operations for two to three months to protect their workforce and avoid the transmission of COVID-19. With the entire automotive value chain highly integrated, any viable recovery will take three to six months as suppliers and OEMs look to restart manufacturing operations and streamline their ecosystems to the new demand-and-supply scenario. In such a scenario, automotive OEMs and suppliers are striving to de-risk the supply chain through strategy planning, which in turn increases the need for digital and analytics capabilities for both predictive and supply/demand monitoring. Automotive companies, however, lack the expertise in adopting digital technologies to resume and de-risk their existing supply chains. Furthermore, many technology companies that have existing partnerships with automakers are compelled to reinvent their relationships within the ecosystem, allowing for the creation of new business models to mitigate risks and to switch to collaborative engagement models, thereby leading to long-term partnerships.

Even as the global economy returns to normalcy and as some OEMs have restarted their manufacturing operations, factories are expected to run at low capacity and require time to ramp up. In addition, revenue disruption because of the COVID-19 lockdown has led to a liquidity crisis for many automotive-related businesses because they are both capital and labor intensive. For automotive companies to achieve success, they need to offer a suite of digital solutions that can enable uninterrupted and seamless operations; manage projects, such as digital natives; and enable total digital processes right from the concept design to development. Several key digital technologies, such as Industrial Internet of Things (IIoT), artificial intelligence (AI)/machine learning (ML), cloud, smart manufacturing, edge computing, and autonomous vehicle frameworks, have already started entering the manufacturing landscape; however, leveraging their full potential to restart business operations, optimize productions, and streamline supply chains will be possible only with the combination of the right technological application and digital know-how.

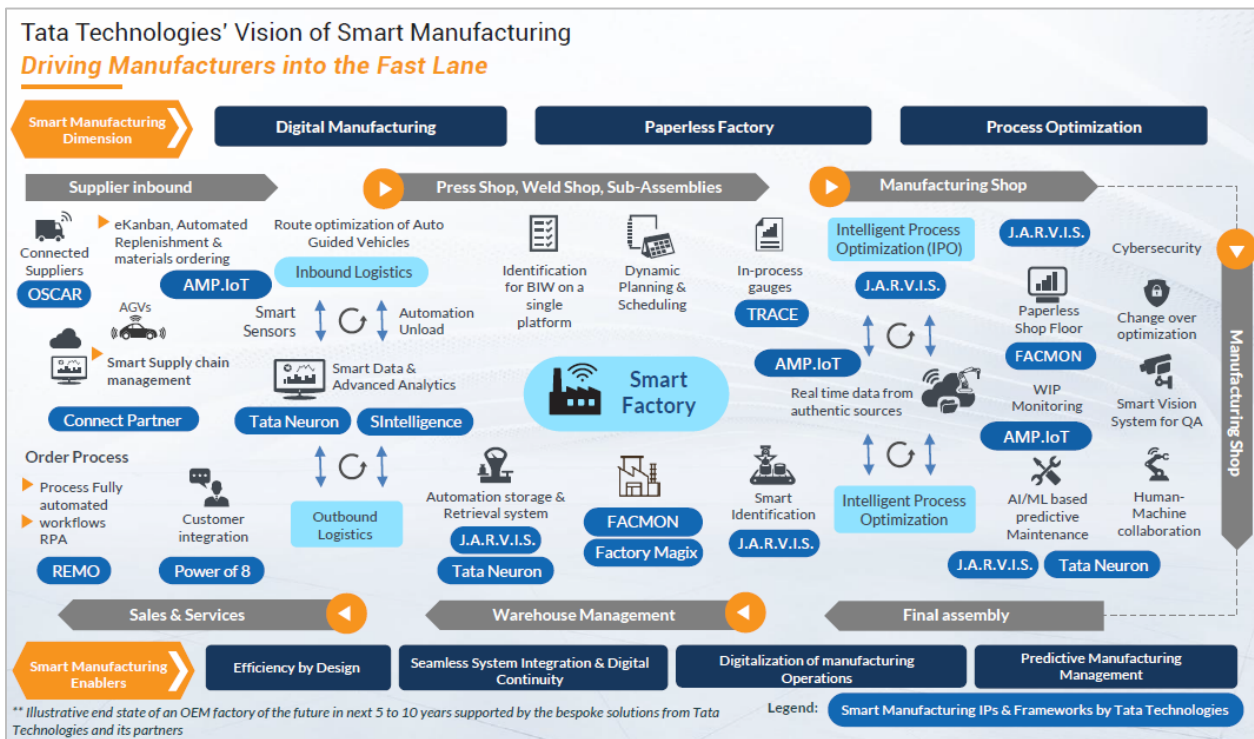
Visionary Innovation and Performance/Customer Impact

Tata Technologies is a global engineering and product development digital services company focused on fulfilling its mission of helping the world drive, fly, build and farm by enabling manufacturing clients across the automotive, industrial machinery and aerospace verticals realize better products and drive efficiencies in their businesses, leading to the

development of products which are better for the end customer, environment and society at large.

There are two components to the company’s value proposition; the first one being outsourced product engineering services for our clients helping them conceptualize, design and develop better products, and the second one is helping them identify and deploy technologies and solutions that are used to manufacture, service and realize better products. These offerings are delivered through two lines of business: a) Engineering, Research and Development (ER&D) services, and b) Digital Enterprise Solutions which includes offerings in Connected Enterprise IT (CEIT) and Product Lifecycle Management (PLM) services and products.

Tata Technologies is committed to ‘Engineering a better world’ through collaborative innovation and adoption of sustainable technologies and processes. Tata Technologies has employees serving clients across three continents through uniquely balanced on-shore/offshore global delivery model that enables them to provide aligned on-shore customer proximity required to support the iterative nature of product development services together with the capacity and cost-effectiveness of offshore locations.



The company is a strategic partner for developing complete vehicle programs; engineering subsystems and components; managing the new product introduction (NPI) process through collaborative engineering tools, such as product lifecycle management (PLM); and tying together information created and used throughout the extended manufacturing enterprise. To help enterprises overcome the impact of COVID-19, Tata Technologies develops, packages, and sells engineering and digital solutions and services, in addition to offering bespoke solutions and integrated digital modernization services for the global automotive industry.

Addressing Unmet Needs: System Restart Offering

COVID-19 has had a significant impact on operating models and business dynamics, requiring automotive companies to adapt to the new normal and prepare for growth in a market situation that upends the status quo. To help automotive manufacturers adapt and resume their operations, Tata Technologies has developed an integrated digital offering called ReSeT, which is an acronym for Re-organize Stabilize Thrive. This integrated solution enables automakers to identify the immediate challenges that are threatening the system restart (immediate actions), devise action plans to stabilize manufacturing operations (short-to-midterm actions), and stay well prepared to thrive (long-term actions) in the post-COVID-19 era by categorically de-risking their operations. Tata Technologies offers ReSeT in the following two different packages: supply chain management and demand calibration and manufacturing systems calibration.

Supply chain management and demand calibration: Tata Technologies has built a holistic set of solutions called the Supply Chain Assessment & Risk Framework (SCARF) to optimize the supply chain. To help automakers achieve their immediate action plans, SCARF provides advanced digital capabilities across sourcing automation, material and manpower planning, logistics integration, and spends analytics. In addition, SCARF includes Tata Technologies' proprietary software-as-a-service (SaaS)-based sourcing platform called CONNECT PARTNER, which enables customers to handle supplier and bid management with ecosystem process collaboration. For customers that require an intelligent sourcing tool, Tata Technologies provides a partner solution called SAP Ariba that enables sourcing events and request for quotation (RFQ) events. While competitors offer solutions for a high price, Tata Technologies allows customers to use both CONNECT PARTNER and SAP Ariba free for the first 90 days. To help automotive manufacturers achieve their short-to-midterm action plans, SCARF provides digital expertise on predictive tools to optimize demand-supply variations, spend risk analytics, solutions for enhanced just in time (JIT) and just in sequence (JIS), eKanban scheduling capabilities, and supply chain visibility. The differentiating factor is that Tata Technologies combines this digital expertise with the ability to build supplier networks from the ground up and manage distressed suppliers for automotive manufacturers worldwide. As a part of the company's long-term action plan implementation, SCARF empowers automakers with digital forecasting tools for swift production ramp ups, AI-based risk analytics, and digitally enhanced business planning tool implementation.

Manufacturing systems calibration: As the first step, automotive manufacturers require the guidance of experts to perform evaluation and maintenance activities before the start of the production line. Second, automakers require assistance in identifying bottlenecks in the line and in optimizing the factory layout, considering social distancing norms. Third, the automation of business-critical processes and the development of digital capabilities are needed for agile systems. To help automotive companies achieve their immediate action plans, Tata Technologies offers its proprietary solution called I GET IT®, an online training tool for engineers to train on a vast collection of all major computer-aided design (CAD) and product lifecycle management (PLM) application tools, including Siemens, PTC, Autodesk, and Dassault Systèmes. Furthermore, as an immediate action plan, Tata Technologies offers

line engineering support and maintenance support on automation products, such as programmable logic controller (PLC), supervisory control and data acquisition (SCADA), robots, and manufacturing execution system (MES) tools, and provides integration capabilities as per ISA-95 regulations. As a part of its medium- and long-term plan implementation, Tata Technologies offers bespoke digital solutions, such as plant performance enhancement; real-time process optimization tools; and advanced digital capabilities on robotics, digital twin, AI, cloud, and analytics. While most competitors lack the expertise in product development, Tata Technologies' vast industry knowledge of product development, combined with its proprietary solutions, has enabled it to address customers' critical unmet needs.

Transforming the customer experience journey: The automotive sector is experiencing a phase of great transformation that the sales, marketing, after sales & support teams will need to adapt. Bridging the gap between consumer expectations and reality has led to the emergence of new touchpoints throughout the customer lifecycle. Tata technologies offers a suite of 8 modular solutions to enhance customer experience in the automotive industry throughout the physical and digital touch points. The suit of solutions comprises of sSales for Customer engagement and 360° Demo & Test Ride, sDealer for Vehicle Retail and After Sales, Warranty & Claims, sRelations for Product Info & OEM collaboration and Appointment & feedback, sWorkshop for Repair Order & Estimation and Invoicing & Delivery, sTrack for Vehicle movement tracking & notification and Updates on Service Data for Customer sIntelligence for KPI of Key Functions and Advance Analytics Dashboard, sCommerce for Online Selling Platform and sCRM for Dynamic Campaigns & feedback and Omnichannel customer engagement.

Customer Ownership Experience: Vehicle Engineering

As a part of the ReSeT program, Tata Technologies offers the following three key solutions that meet consumers' current demands and accelerate the product development phase for OEMs:

- Safety and hygiene solution provides decontaminated interiors and vehicles that are easy to maintain. In contrast to solutions from competitors and traditional full-service suppliers, Tata Technologies' safety and hygiene solution provides a 20 to 30% cost advantage for engineering design. The solution portfolio includes the following:
 - Aftermarket solutions: interior modifications, hygiene filter upgrades on existing vehicles, antibacterial coatings, and seating materials
 - Product redesign: vehicle layouts and packaging services and the implementation of N95 heating, ventilation, and air-conditioning (HVAC)
 - Deployable screening between passengers and in-car ambience monitoring capabilities
- Contactless operations help consumers avoid physical touchpoints that could be potentially unhygienic. The solution portfolio includes the following:

- Aftermarket and upgrades for antibacterial coatings on transmission-prone areas
- Hygienic ambience for contactless and wireless operations integrated with the electric parking brake, chargers, AC, music systems, and headlamps
- Connected vehicle health system enables OEMs to integrate health-centric features across product development stages. The solution includes the following:
 - COVID-19 Alert System for enhanced vehicle connectivity with zone alerts and connected health services and infotainment
 - Connected Systems for embedded health solutions, such as fatigue monitoring, eCall, in-vehicle temperature monitoring, and voice enablement

Through the vehicle engineering ReSeT program, OEMs can outsource the design and development processes to Tata Technologies, which could save up to 25% in cost while achieving the same level of quality. In contrast to competitors that charge a fixed cost for services, Tata Technologies' Global Engineering Centers (GECs) offer outcome-based service delivery.

The following are best practice examples:

Tata Technologies' GEC worked with an automotive OEM in India to design lightweight interiors for the vehicle. The project was successful, with the GEC achieving an 18% reduction in weight, a 25% cost savings, and a 10.2-gram reduction in CO2 emissions (per 100 km).

Tata Technologies' GEC implemented an innovative design of setting up an HVAC system outside of the cabin for a leading China-based automotive OEM, providing almost 10% more passenger space and comfort.

Tata Technologies' GEC helped a leading European OEM reduce its engineering time by 7%. The GEC provided a real-time connected system designed for global operations and a real-time reporting solution that significantly reduced project management office (PMO) activity.

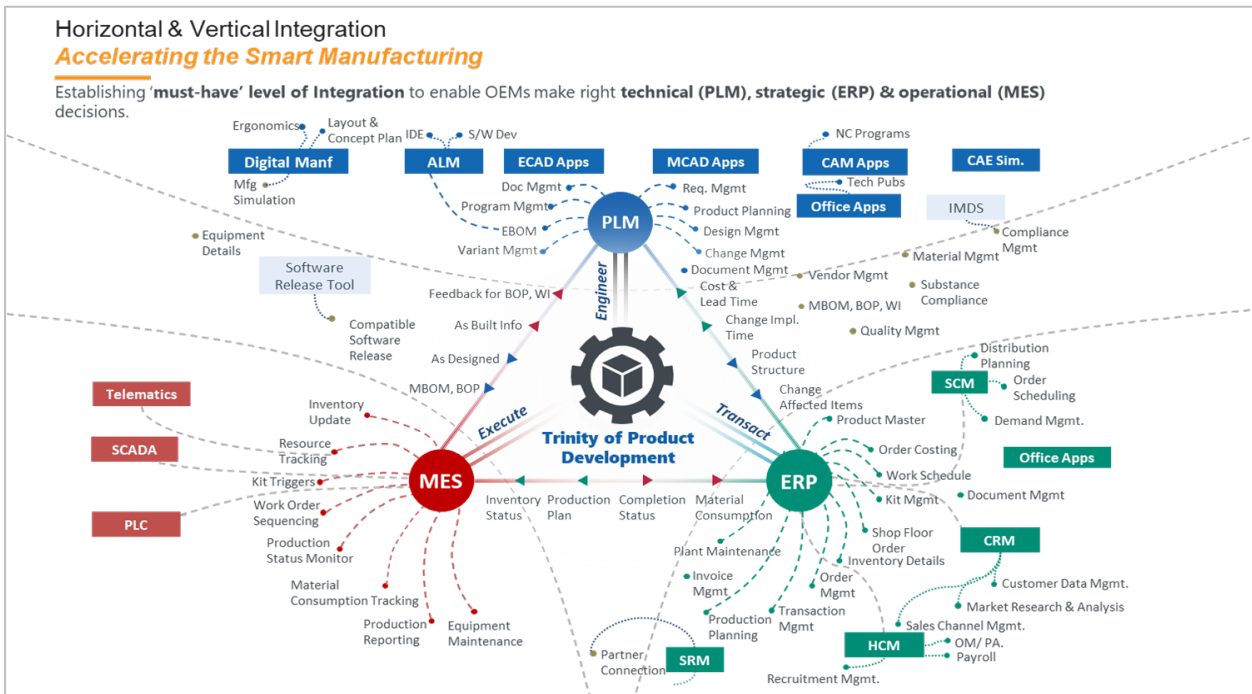
Visionary Scenarios through the Use of Mega Trends: Smart Manufacturing

With the increasing demand for highly connected and digitalized factories, automotive manufacturers face multiple challenges in reaching scale and achieving smart factory readiness. Tata Technologies combines its proprietary solution with other leading digital solutions in the market to bridge the functional blocks of the value chain, in addition to providing design efficiency, operational excellence, and increased throughput and productivity.

Tata Technologies provides intuitive deep learning platforms called TATA NEURON and J.A.R.V.I.S., which offer an interactive framework to execute data analytics, data pre-processing, and model building. In contrast to competitors in this space that provide only insights based on unfiltered data, Tata Technologies offers a best-in-class solution that

uses a combination of ML algorithms and a neural network, along with the ability to capture relevant engineering knowledge to generate predictive and prescriptive insights.

Another one of Tata Technologies’ key proprietary solutions is the Factory Magix MES. To help automotive manufacturers in their journey toward digital transformation, Factory Magix combines the traditional advantages of an MES with a new digital workflow management approach to integrate people, processes, and businesses for enhanced efficiency and for capturing work procedures in digital workflows and relevant user experience models. In contrast to competitors in this space that provide only stand-alone MES software, Tata Technologies offers its Factory Magix to support its MES capability with human-machine interface (HMI) and production line control applications, device-agnostic manufacturing automation, and workflow management applications, thereby benefiting customers in terms of seamlessly integrating with their ongoing processes. While competing MES solutions provide only a manual setup on a single mobile device, Factory Magix MES provides an automatic and active layout adoption and creates previews for multiple mobile devices.



Tata Technologies offers a proprietary IoT platform called AMP.IOT that integrates data-generating devices, such as PLC and SCADA, with business integration software, such as MES and enterprise resource planning (ERP). The unique selling points of the AMP.IOT platform include its pre-configuring capability, ease of installation and use, and the limited human involvement required post implementation.

Tata Technologies also provides platforms such as PULSE for Agile Project Management (NPI), PDM for Product Data Management, KBE for Knowledge Based Engineering, FACMON for Factory Monitoring & lead time improvement and REMO & TRACE both the frameworks for Connected & Mobility. These offerings add value in the Product Planning, R&D and Digital Engineering, Supplier collaboration & Sourcing, Manufacturing & Process

Engineering, Production, Operations, Inventory Management, Sales & Marketing, After Sales Services.

Performance Value: Electric Vehicle Modular Platform (eVMP)

Tata Technologies has developed eVMP to enable OEMs to meet the requirements of a broad range of EV types, such as saloons, multi-purpose vehicles (MPVs), and sport utility vehicles (SUVs). With eVMP, Tata Technologies provides a full bandwidth product portfolio that supports the entire value chain of EV production, such as design, product development, body structure, closure, exteriors, battery swapping, PLM, electrical, and strategy and support for prototype building. eVMP's key dimensions, such as for vehicle ground clearance, floor height, wheel size, and suspension, are controlled by a single software interface, allowing for faster updates of the design/CAD data with only one click. In contrast to competing solutions that take more than 30 months to be completed, eVMP's development time is between 9 and 24 months. Post platform development, Tata Technologies offers a complimentary minimum 24-month first derivative development plan to customers, where they can implement their short- and medium-term plans, such as digitalizing the factory floor and optimizing the supply chain. A key differentiating factor is that eVMP provides crash simulation to evaluate vehicle crashworthiness and crash compatibility against global standards.

For example, a leading automotive OEM in China that was planning to enter the EV market required support on developing its first EV. Tata Technologies delivered complete body engineering solutions and provided the right-weight-cost-performance balance to the body structure. Furthermore, Tata Technologies helped the client ensure the timely ramp up of team training and production. The company completed the entire process, from initial product definition to production release, in 12 months.

Financial Performance and Brand Equity: Growth and Strategic Partnerships

As global economies face unprecedented challenges with uncertainty because of the COVID-19 pandemic, many industries, especially automotive, parts, and ancillary manufacturing, are highly affected. Even though more than 80% of Tata Technologies' service business is generated from the automotive industry, which has been significantly disrupted, the company has quickly recovered from the slowdown and is on track to achieve a record fiscal year (FY). In FY 2020, the company generated \$401.8 million in revenue and achieved operating margins of 16.5%, ending the year on a strong note, with an accelerating quarter-on-quarter (QoQ) revenue growth of 4.2% and operating profit growth of 32%, mainly driven by its growing customer base worldwide.

The company witnessed a 13.5% growth in the United States, where it has now achieved a consistent QoQ growth in the last four quarters. The company finished FY 2020 with more than 37 customers that generated revenue for Tata Technologies of more than \$1 million, with an increase of 8 customers in 2019 and 18 customers from five years ago. While competitors in the space have generated major revenues from only hardware system integration offerings, Tata Technologies has won significant business based on its digital services that represent a large part of its new business wins during 2020 and now forms 20% of its overall services business. For example, the company's proprietary

eLearning and organizational change management (OCM) I GET IT platform now boasts over 100,000 online subscribers, and in 2020, the company's PLM value-added reseller business grew by 11%, significantly outpacing the average market growth.

A key differentiating factor of Tata Technologies' excellence in the digital space is its wide network of partnerships with leading digital and technology companies. Tata Technologies has value-added reseller relationships with Dassault Systèmes, Siemens, and Autodesk, enabling the company to grow its software products business by 8.2%. In 2020, Tata Technologies signed a preferred partner agreement with PTC, a leading provider of IoT-based software and services, to offer digital transformation solutions to customers. This partnership will allow Tata Technologies to leverage PTC's portfolio to integrate the end-to-end digital thread of manufacturing enterprises. In 2020, Tata Technologies completed the integration of Escenda, a leading engineering services company that it acquired in 2017 to strengthen its presence in Europe.

Conclusion

With the unprecedented challenges from the impact of the COVID-19 pandemic, global automotive manufacturers are struggling to streamline and de-risk their supply chains, optimize operating costs, reinvent business models, and accelerate new product development and improve products sales & after sales experience for business growth. Through its integrated digital offering called ReSeT, Tata Technologies helps automotive manufacturers identify the immediate challenges from the impact of the pandemic, devise action plans to stabilize manufacturing operations, and optimize operations to be well prepared in the post-COVID-19 era. Tata Technologies has adopted a holistic approach of integrating its proprietary solutions, such as SCARF, POWER OF 8, CONNECT PARTNER, I GET IT, TATA NEURON, Factory Magix, FACMON, TRACE, REMO, PULSE, PDM, KBE, and AMP.IOT, with its partners' broad portfolios of products and solutions to drive enhanced customer value across the manufacturing value chain, including design efficiency, operational excellence, and increased throughput and productivity. While competitors in this space generate a major share of revenue from hardware system integration offerings, Tata Technologies is the only company that generates significant business from digital solutions and services, helping clients conceptualizes, design, develop, manufacture and realize better products. With its strong overall performance, Tata Technologies has earned Frost & Sullivan's 2020 Company of the Year Award for digital solutions in the global enterprise modernization industry.

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

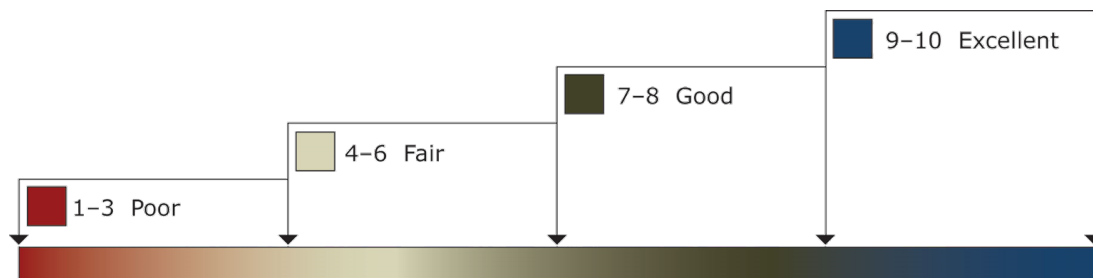
- Criterion 1: Price/Performance Value
- Criterion 2: Customer Purchase Experience
- Criterion 3: Customer Ownership Experience
- Criterion 4: Customer Service Experience
- Criterion 5: Brand Equity

Best Practices Award Analysis for Tata Technologies

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 |
| Tata Technologies | 9.5 | 9 | 9.25 |
| Competitor 1 | 8 | 8 | 8 |
| Competitor 2 | 7 | 7 | 7 |

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

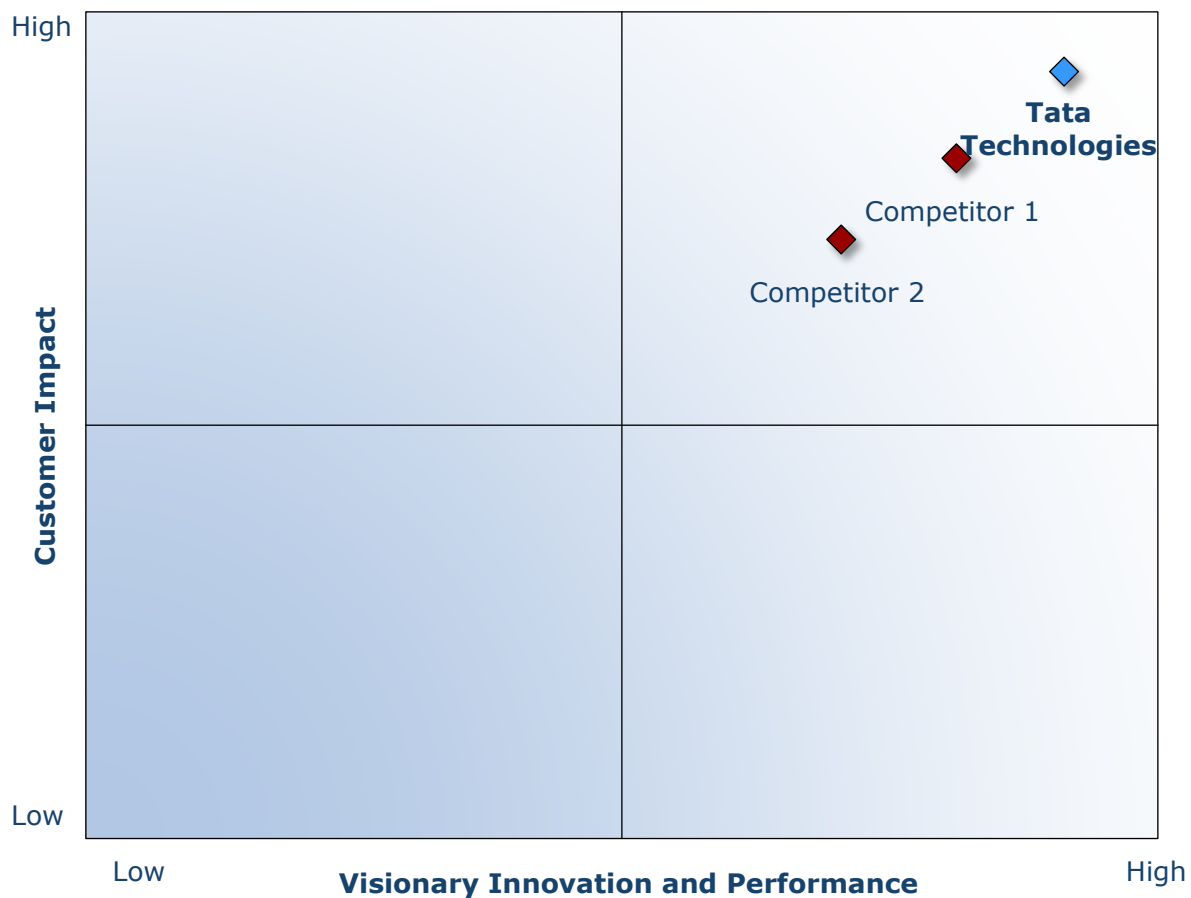
Requirement: Customer service is accessible, fast, stress-free, and of high quality.

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"> • Announce award to the CEO • Inspire the organization for continued success • Celebrate the recipient's performance | Announcement of award and plan for how recipient can use the award to enhance the brand |
| 10 Take strategic action | Upon licensing, company 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>.