2014 North American Integrated Field Operations and Service Optimization Solutions Customer Value Leadership Award
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Top 35 Most Valuable Products and Solutions (MVPs) that are Transforming the Oil and Gas Industry

Upstream oil and gas teeters on the threshold of transformation. As the industry moves to increasing exploitation of unconventional sources, the trends and issues driving it upend the ecosystem. Innovation is already transforming the oil and gas upstream sector into THE hi-tech sector of the new age.

In researching the challenges oil and gas producers face in this new competitive environment, Frost & Sullivan has identified the Top 35 MVPs that are transforming the oil and gas industry, providing innovations in process control equipment, automation, and industry software that represent best practices for the industry. The Customer Value Leadership Award is part of Frost & Sullivan’s independent analysis and primary research analyzing the numerous challenges – across the spectrum of technology, financial, and human resources – that will create a wide spectrum of opportunities for solution providers to the industry.

The resulting study evaluates and identifies solutions and the Top 35 MVPs that are driving the next generation best practices in upstream oil and gas industry. Rather than simply holding a ringside spectator’s view of industry developments, Frost & Sullivan’s vision in undertaking this initiative is to help contribute catalytically to the visionary innovation process to help drive industry adoption of these best-practices.

Based on the findings of this Best Practices research, Frost & Sullivan is proud to present ClickSoftware with the 2014 Customer Value Leadership Award in Integrated Field Operations and Service Optimization Solutions.

Industry Framework

The resurgence of the oil and gas industry in the United States, driven by increased activity in shale oil and gas exploration and deep-sea, has generated tremendous opportunities for companies involved in the upstream and midstream markets. Frost & Sullivan has developed an industry framework that outlines the most critical issues facing current operations in these markets, and also offers a vision on future transformation.
Frost & Sullivan’s 3R Oil and Gas Framework encompasses three major components: resource, recovery and reliability. The first component refers to the industry gravitation toward unconventional hydrocarbon resources, which poses severe challenges in terms of the “dull, distant, dirty, and dangerous” attributes for these resources.

The second component in the framework refers to hydrocarbon recovery. Despite increased resource availability, mounting operations costs are reducing well production. Optimizing well production by extracting more from various wells and reducing costs through effective well economics are core needs in the industry.

The third component refers to the ability to attain sustainable production levels in order to meet future energy requirements of about 80 MMBBoe a day.

**Digital Transformation of the Oil and Gas Industry- Our Vision**

At the core of the oil and gas value chain are the three components mentioned above which revolve around the following:

- there is a hydrocarbon resource
- it needs to be recovered
However, the operational status quo of fragmented operations, siloed equipment and systems, and high human capital costs is becoming increasingly unsustainable given the new hydrocarbon scenario. Although attempts to automate and integrate systems and processes are beginning to occur, current operational practices restrain the momentum of adoption of new technologies. Therefore, Frost & Sullivan’s vision for the industry’s approach to this shift to the digitized oil field revolves around three broad ideas.

The first concept refers to our changing interaction with machines. Rather than humans adapting to machines, machines will increasingly adapt to humans. As machines become more appealing to our innate senses in terms of visualization, vocalization and real time feedback, industry operators will be able to take action that will have a positive impact on the bottom line and ensure risk management.

The second component of Frost & Sullivan’s vision revolves around the concept of the “fog.” This resembles an intermediate layer where all data is analyzed through predictive analytics, including pattern recognition, where only the most valuable data sets are escalated to the next level of action, and the rest remains in the fog. As a result, raw data, which is collected with high velocity, variety and volume, will reside in the data ocean and only data with an “intelligence tag” will be processed to reach an action driven level.

The third concept of Frost & Sullivan’s vision argues in favor of the continued emergence of independent data holders that will have key encryptions tagged to them that will allow data to be resident in other platforms. This will enable independent data miners to analyze data through advanced pattern recognition methods.

As we continue to develop the vision of the future for the oil and gas industry, we seek to identify key technology enablers whose value proposition targets the main industry challenges within our 3R framework of resource, recovery, and reliability and are in line with our vision of the totally integrated digital oilfield. This award identifies one of those enabling companies.

**Background and Company Performance**

*Industry Challenges*

The oil and gas industry is witnessing tremendous activity in North America. With technology advancements like horizontal drilling, hydraulic fracturing, and subsea exploration and production, project activities are pushed to deep, remote areas that were previously not feasible to exploit. This activity in upstream has also affected midstream and downstream sectors across geographies. Moreover, competitive pressures force oil and gas operators and service providers to manage operations with higher efficiency,
achieve reduced or zero downtime, facilitate quick throughput, and drive superior asset reliability. Additionally, the declining industry workforce highlights the need for more workforce automation to optimize field service operations.

Despite the growth in technological advancements, managing disparate field operations with a mobile workforce still remains an issue. Operational costs will further escalate if this issue is addressed with an approach or technology that is not synchronized with the existing business processes. At this juncture, error prone manual data entry processes, inefficient asset management processes, and poor communication processes challenge precise and complete collection of data from the field workforce.

While solutions have been fielded, many operations management systems and processes are outdated or nearing their end of life. So, a tectonic change is needed to enable greater operational awareness which in turn relies on increased field visibility. But achieving more visibility depends on highly flexible interfaces to access the information and process it as desired by the user. For example, in case of a billing or invoicing system for the services rendered, oilfield service companies require integration facilities to showcase any levels of information that create a level of trust with customers. In addition to this, there is an increasing need to comply with regulations while enabling best-practice integration with operations.

Integrated field operations and service optimization solutions are set to become an industry standard platform, addressing these challenges in an agile, flexible, scalable and holistic way, driving optimization in rapidly evolving markets in the field operations sector of the oil and gas industry.

**Customer Impact and Business Impact of ClickSoftware**

**Criterion 1: Price/Performance Value**

Capital efficiency, resource efficiency and service efficiency are the three pillars to succeed in an oilfield management market. Clearly, as oil and gas based oilfield service companies’ face increasing difficulties in getting a ‘single version of the truth’ of their resource performance to achieve better utilization and optimized resource planning, there is a need for an integrated platform approach. The industry’s biggest trend is moving away from paper-based records to paperless records, empowering the field workforce and driving sustainable customer value development. While the market is awash with on-premise solutions, paper-based solutions, and home-grown solutions, companies are still restrained by the lack of flexibility and scalability. Some established oilfield service companies and service management companies continue to rely on piece-meal tracking systems, causing disconnects and performance issues.

At this juncture, ClickSoftware's integrated mobile field resource management platform drives organizational agility, flexibility and scalability by seamlessly enabling planning & forecasting, shift management, performance measurement and mobile field execution.
ClickSoftware’s solution addresses specific business challenges by streamlining the “order to cash cycle”, thus reducing “Days Sales Outstanding (DSO),” and minimizing billing contention. ClickSoftware helps to manage and utilize asset resources and skilled labor and also provides facilities to capture details from the field to increase knowledge. Quality notifications, problem resolutions and ‘time to deliver’ alerts are some of the essential features provided by their solution to improve service readiness of oilfield service companies. Moreover, the solution brings an operational awareness by identifying the resources and making their status visible across the virtual enterprise. This enables operational decisions for crew compositions and assignments based on real time information, rather than a mere operational reaction based on historic incomplete or out of date information. The ability to bring together a single, seamlessly integrated platform for the enterprise enables ClickSoftware to uniquely differentiate itself from its peers.

In the oil and gas industry, customers demand that service providers provide proof of delivery along with details of personnel, equipment, processes and materials used to complete the services. To address this issue, ClickSoftware delivers a platform to be able to ease distribution and collection of details necessary to properly complete the work (adhering to defined processes) and collect all the details necessary to quickly prove out what was done. The inherent ability to differentiate the job definitions to extreme complexities as well as define and manage variable processes allows this solution to consolidate the field resource scheduling and mobility needs while maintaining the unique needs of each operational unit, providing one view of the truth for all field operations.

Thus, ClickSoftware is set to become an industry standard to spread operational awareness and offers sustainable customer value, compared to competitor’s offerings in the market.

**ClickSoftware’s Best Practice:**

ClickSoftware integrates systems in siloed operations by consolidating the entire field resource and job disposition to provide one view of the truth. Normally, in oil and gas field services, there are operational synergies between the varied field services (e.g. wireline, cementing, hydraulic fracturing...), but they are typically siloed from sales and packaging purpose. With ClickSoftware, transparency is provided between these historically siloed services with facilities to update interdependent services. For one major oilfield services company, ClickSoftware integrated several workflow processes to get reports in real time instead of getting stage-wise reports after the fact. Thus the system enables operational excellence by providing insights, better workflow process control, transparency and feedback mechanisms to support a continued approach for improvement. The platform not only increases the level of detail to support an improved operational approach and use of resources, but also collects the actual details and shows the insights to increase operational efficiency and effectiveness. This has enabled better return of revenue per resources in an environment.

**Criterion 2: Brand Equity**
Fluctuations in oil price and other global competitive dynamics force oil and gas companies to run operations consistently at peak performance. In order to optimize performance and increase efficiency, they require high visibility on all types of assets. Unfortunately, the trend of the shrinking workforce on one side and accommodating digital natives on the other side puts tremendous pressure on the existing workforce. This especially impacts oil field service companies managing multiple streams of activities across many sites in an optimized manner. To effectively utilize all resources without compromising the service quality, they need integrated field operations and an optimization solution. Such a solution should integrate other relevant IT systems and leverage analytics, cloud, and mobility technologies. The market continues to be restrained by legacy systems which severely hamper the ability to engineer a feedback loop that drives customer service and reduces operational inefficiencies.

To address the above mentioned market scenario for oil field service companies, ClickSoftware provides a seamlessly integrated solution to enable fully centralized, automated, and dynamic management of all field resources, both human and machine. As the necessary information is instantly delivered to the hands of the user through virtually any mobile device, it significantly increases operational efficiencies and enables quick return on investment (measured in months).

Various integrated features from ClickSoftware uniquely differentiate them in the oil and gas industry. This includes the capability to manage variability and similar user experiences for multiple service lines within the same platform and organization. By providing adaptability and scalability for additional service lines as and when needed, it enables not only support for varied needs but also varied processes across geographies. Hence, end users can execute their business in the manner they desire, not subject to the dictates of process limitations. Also, ClickSoftware blends HSE (Health, Safety and Environment) and competence related issues very effectively into the platform. Finally, the software platform has the ability to forecast and plan based on historic information as well as information gathered on current operations. As a whole, ClickSoftware’s solution has all of the stand-alone features to manage processes typically managed by ERP (Enterprise Resource Planning) or EAM (Enterprise Asset Management) systems, but from mobile devices in the field.

**ClickSoftware’s Best Practice:**

ClickSoftware is currently scheduling 43,500 resources through the deployment of nearly 10,000 mobile devices in the system for one major oil field services company. ClickSoftware was selected versus competing solutions based on ease of configurability and integration to meet changing business needs. Alternatively, as new requirements arise, new apps would require heavy customization to meet an ever-changing business.

**Criterion 3: Operational Efficiency**

In order to evolve better operational practices over the course of time, end users prefer to
invest in products that can be scalable to meet growing demands. Understanding this situation, ClickSoftware considered a platform approach instead of “point” solutions. Though its solution is not in the EAM category, its flexible and scalable enterprise product features have attracted many large global service providers. This is demonstrated by the fact that ERP and EAM vendors sell solutions from ClickSoftware on top of their solutions. For example, ClickSchedule (scheduling engine) and ClickMobile work together to solve scheduling problems optimally for resources at disparate sites, integrated to SAP.

Recently, ClickSoftware integrated Google Glass with ClickMobile to enable context sensitive information and guidelines in field services. This enhances the ability of the service personnel to complete the job efficiently and effectively. From a deployment perspective, most of the systems are deployed “on premise” because oil and gas customers are still operating legacy systems. ClickSoftware designed its platform to enable encryption and delivery of the data in a secure environment controlled by end users’ IT departments. These facts demonstrate ClickSoftware’s ability to leverage emerging technologies that align to its single vision, which is customer value.

**ClickSoftware’s Best Practice:**

Another global oilfield services organization adopted ClickSoftware’s on-premises solution due to breadth and depth of its offerings and due to its ability to embrace security issues. The solution can operate almost as an entirely stand-alone asset and resource management system in the oil field services sector by addressing several needs in a holistic manner. Solutions from ClickSoftware enabled the workforce in the field to interact with highly dynamic business systems in real time. This has brought significant value to the business by helping them to increase its operational awareness and efficiency.

**Criterion 4: Customer Service Experience**

In a dynamic oil and gas industry, many organizations are looking to standardize their service operations at multiple sites. Generally, organizations identify this requirement at early stages of selecting a technology, which leads them to focus on deployment flexibilities with the vendor to accommodate existing business process systems. This becomes a potential avenue for ClickSoftware to roll out a single common platform across multiple global sites and to roll it out at newer sites without any challenges.

ClickSoftware has many interesting features that make its customer services easily accessible, fast, stress-free, and high quality. For customers, deploying solutions from ClickSoftware, is usually a transformative project. ClickSoftware strengthens these projects by integrating its solution, rather than a total replacement based on several embedded features. In a market which is known for ‘rip and replace’ models, ClickSoftware brings a fresh solution by enabling a non-intrusive approach, one that impacts its customer service levels, creating long term partnerships. For example, an ERP deployed with many tailor-made requirements becomes complicated later when there is a need to add functionality. But ClickSoftware offers best-in-class services to get into the
core of such existing functional modules and infuse new interfaces without disturbing the existing business operations. ClickSoftware offers this service to complement the existing brownfield assets, wherein it becomes unnecessary to rip and replace the code or structure and even avoids the need for retraining the personnel.

**ClickSoftware’s Best Practice:**

Another major oilfield services company decided to replicate the platform in their other service divisions that were not part of the initial scope to automate and streamline all the order to cash processes. This is due to the massive paper work involved that inhibits potential opportunities to save on cost - resulting in high operational costs. The ClickSoftware platform exposed every resource to the atomic level details of the work and created transparency across the enterprise to choose right resource with right instructions. Secondly, documentation was also generated automatically on site, eliminating cumbersome processes. Finally, the system enabled necessary details from the well heads to be collected, consolidated and delivered to the back office for the billing purpose. With increased visibility on the work status and availability of the resources, the resource utilization and efficiency was dramatically improved. The entire scope of operations was done by integrating ClickSoftware on top of the other systems rather than replacing the existing system. This helped the operation to leverage their existing investments in back office systems like SAP, CRM and so on. ClickSoftware enables customers to achieve higher capital efficiency by helping to prioritize allocation of personnel and equipment to bring the highest return.

**Criterion 5: Growth Potential**

ClickSoftware has a very clear growth strategy to capitalize on cloud and mobile technology in the fast growing oil and gas services market worldwide. With their integrated field operations and optimization solutions, they have been able to easily penetrate into the larger oil field service organizations. On the selling side, ClickSoftware established strong and effective marketing partnerships with resellers like SAP, Salesforce, Infor and leading system integrators like IBM, Accenture and Capgemini. As the shale industry booms across the US, the need for service efficiencies has never been greater. Although ClickSoftware currently works with the major oilfield service companies, without doubt this solution can be adopted to address organizations of varying sizes. The integration of ClickSoftware with Salesforce’s App Exchange platform has enabled the company to further drive expansion with Small and Medium Enterprises (SME). As with every market, the long tail of market participants exists in the SME market.

Synonymous with enterprising companies, ClickSoftware continues to prove its innovation capabilities. Its Service Marketplace offering enables tight interaction between owner/operators and service providers of all sizes in accessing services and getting seamless updates, and ensuring competencies and processes are adhered to with transparency provided to each party. Also, as the industry braces itself for a “wearables” impact, ClickSoftware is bolstering itself to be an integral part of this transformation. The
The mission of the company continues to exceed customer expectations without compromising on operational costs. The ability to integrate secure (through biometrics) use of devices anywhere and anytime enables service organizations to achieve new levels of efficiency. This is evident from the company’s alliance with the Salesforce Wear initiative, providing shift-based workers easy access to job information, location and biometric data.

**ClickSoftware’s Best Practice:**

To enhance the value proposition, ClickSoftware deploys a packaged offering specific to the needs of Oilfield Services companies that is structured around industry best practices. The solution is inherently integrated on a single platform which can significantly accelerate delivery. Through the company’s ClickAppStore, a virtual store in the cloud, customers can extend their solution with pre-integrated, business-oriented “ClickApps” that address a wide range of functionalities like crew management, shift management, employee collaboration, and timesheet management. This kind of approach leads the way for even large enterprise applications by addressing many niche needs that evolve over the course of time. It is no doubt that ClickSoftware has the potential to become the industry standard in integrated field operations and service optimization space with demonstrated capabilities in consistently identifying, prioritizing, and pursuing emerging growth opportunities.

**Conclusion**

The supply demand dynamics in the oil and gas industry force companies to reach oil without delays. This puts substantial pressure on the oilfield service companies to respond to their customers with high levels of satisfaction in their service experience and also achieve profitability for their service operations. To reach these objectives, companies must improve workforce productivity and optimize operations to avoid missing customer commitments.

By providing an integrated field operations and service optimization platform technology to the oil and gas industry, ClickSoftware supports these service-oriented companies in achieving their goals. Through continuous demonstration of product strategy and differentiation, technology focus, enhanced customer service experience, and high price/performance value, ClickSoftware has created an unparalleled customer value-proposition in its space. Moreover, by having a strong growth strategy and implementation process, ClickSoftware has set the way forward for the oilfield services organization to transform from legacy practices to technology-enabled new practices.

ClickSoftware’s strong overall performance has enabled it to achieve a market leadership position in integrated field operations, and Frost & Sullivan is proud to bestow the 2014 North American Customer Value Leadership Award to ClickSoftware.
Significance of Customer Value Leadership

Ultimately, growth in any organization depends upon customers purchasing from your company, and then making the decision to return time and again. Delighting customers is therefore the cornerstone of any successful growth strategy. To achieve these dual goals (growth and customer delight), an organization must be best-in-class in three key areas: understanding demand, nurturing the brand, differentiating from the competition. This three-fold approach to delivering customer value is explored further below.

Understanding Customer Value Leadership

Customer Value Leadership is defined and measured by two macro-level categories: customer impact and business impact. These two sides work together to make customers feel valued, and confident in their products’ quality and long shelf life. This dual satisfaction translates into repeat purchases and a high lifetime customer value.

Key Benchmarking Criteria

For the Customer Value Leadership Award, we evaluated two key factors—Customer
Impact and Business Impact—according to the criteria identified below.

**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

**Business Impact**
- Criterion 1: Financial Performance
- Criterion 2: Customer Acquisition
- Criterion 3: Operational Efficiency
- Criterion 4: Growth Potential
- Criterion 5: Human Capital

**Best Practice Award Analysis for ClickSoftware**

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

The results of this analysis are shown below. To remain unbiased and to protect the interests of all organizations reviewed, we have chosen to refer to the other key players in as Competitor 2 and Competitor 3.
DECISION SUPPORT SCORECARD FOR CUSTOMER VALUE LEADERSHIP AWARD (ILLUSTRATIVE)

<table>
<thead>
<tr>
<th>Customer Value Leadership</th>
<th>Customer Impact</th>
<th>Business Impact</th>
<th>Average Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>ClickSoftware</td>
<td>9.5</td>
<td>9.0</td>
<td>9.2</td>
</tr>
<tr>
<td>Competitor 2</td>
<td>8.0</td>
<td>8.0</td>
<td>8.0</td>
</tr>
<tr>
<td>Competitor 3</td>
<td>8.5</td>
<td>7.0</td>
<td>7.7</td>
</tr>
</tbody>
</table>

**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 like 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

**Business Impact**

**Criterion 1: Financial Performance**  
Requirement: Strong overall financial performance in terms of revenues, revenue growth, operating margin and other key financial metrics

**Criterion 2: Customer Acquisition**  
Requirement: Customer facing processes support the efficient and consistent acquisition of new customers, even as it enhances retention of current customers

**Criterion 3: Operational Efficiency**  
Requirement: Staff is able to perform assigned tasks productively, quickly, and to a high quality standard

**Criterion 4: Growth Potential**  
Requirements: Customer focus strengthens brand, reinforces customer loyalty and enhances growth potential
**Criterion 5: Human Capital**
Requirement: Company culture is characterized by a strong commitment to quality and customers, which in turn enhances employee morale and retention

**Decision Support Matrix**
Once all companies have been evaluated according to the Decision Support Scorecard, analysts can 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.

DECISION SUPPORT MATRIX FOR CUSTOMER VALUE LEADERSHIP AWARD (ILLUSTRATIVE)
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 players and for identifying those performing at best-in-class.
**Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices**

Our awards team follows a 10-step process (illustrated below) to evaluate award candidates and assess their fit with our best practice criteria. The reputation and integrity of our awards process are based on close adherence to this process.

<table>
<thead>
<tr>
<th>STEP</th>
<th>OBJECTIVE</th>
<th>KEY ACTIVITIES</th>
<th>OUTPUT</th>
</tr>
</thead>
</table>
| **1** Monitor, target, and screen | Identify award recipient candidates from around the globe | • Conduct in-depth industry research  
• Identify emerging sectors  
• Scan multiple geographies | Pipeline of candidates who potentially meet all best-practice criteria |
| **2** Perform 360-degree research | Perform comprehensive, 360-degree research on all candidates in the pipeline | • Interview thought leaders and industry practitioners  
• Assess candidates’ fit with best-practice criteria  
• Rank all candidates | Matrix positioning all candidates’ performance relative to one another |
| **3** Invite thought leadership in best practices | Perform in-depth examination of all candidates | • Confirm best-practice 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 | • Brainstorm ranking options  
• Invite multiple perspectives on candidates’ performance  
• Update candidate profiles | Final prioritization of all eligible candidates and companion best-practice positioning paper |
| **5** Assemble panel of industry experts | Present findings to an expert panel of industry thought leaders | • 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 | • 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 | • 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-practice award recipient | • Review analysis with panel  
• Build consensus  
• Select winner | Decision on which company performs best against all best-practice criteria |
| **9** Communicate recognition | Inform award recipient of award recognition | • Present award to the CEO  
• Inspire the organization for continued success  
• Celebrate the recipient’s performance | Announcement of award and plan for how recipient can use the award to enhance the brand |
| **10** Take strategic action | Upon licensing, share award news with stakeholders and customers | • Coordinate media outreach  
• Design a marketing plan  
• Assess award’s role in future strategic planning | Widespread awareness of recipient’s award status among investors, media personnel, and employees |
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 almost 50 years of experience in partnering with Global 1000 companies, emerging businesses and the investment community from 31 offices on six continents. To join our Growth Partnership, please visit http://www.frost.com.