



2015 Global Sensor Analytics in Commercial Applications  
Company of the Year Award



F R O S T   &   S U L L I V A N



50 Years of Growth, Innovation & Leadership

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## Background and Company Performance

### *Industry Challenges*

Driven by the concepts of connected devices and sensorization, companies across different sectors are currently required to deal with huge volumes of data; this has emerged as a enormous challenge, given the heavy infrastructural investment that is required. Sensor data is unique in that its vast amount of data poses a significant challenge to organize and make sense of, requiring the need for expert companies to help interpret the data and maximize its operational affect.

This rise in data directly impacts various organizational processes, such as inventory and supply chain management/visibility. Hence, the inability to gather, process, or analyze such a large amount of data can hinder the timely delivery of products and services, and consequently, can impact the smooth functioning of business processes.

In such scenarios, companies that offer a comprehensive portfolio of sensor analytic solutions catering to the specific needs of customers can successfully deliver superior value to their customers.

### *Visionary Innovation & Performance and Customer Impact*

#### **Savi Insight: Unique Analytics Solution Addressing Unmet Needs**

Savi, a recognized brand name in defense applications and sensor analytics, boasts a product suite that offers analytics, software and hardware solutions that ingest and transform massive amounts of sensor and other machine-generated data into actionable intelligence. Savi's over 700 commercial clients benefit from the ability to measure and monitor Key Performance Indicators (KPIs), reduce risk with predictive analytics that spot opportunities and avoid problems and optimize operations through prescriptive analytics that recommend actions to improve future outcomes.

In 2014, Savi introduced Savi Insight™, a cloud-based purpose-built sensor analytics solution for the Internet of Things (IoT). Through this solution, Savi delivers intelligence for high-consequence goods through real-time tracking of assets and processes, thereby enabling customers to enhance their operational efficiencies and reduce risk.

As sensors become cheaper and more widely deployed due to technology advancements and improvements, sensorization is expected to generate gargantuan volumes of data that are unstructured and inconsistent. The needs behind managing voluminous data and generating actionable output have been the key factor in the development of Savi Insight.

As the first cloud-based sensor analytics solution, Savi Insight uses the revolutionary hybrid-Lambda architecture, which collates data from different sources to identify chokepoints and patterns, as well as provide unique insights to customers. Furthermore, the solution is offered as a service and the timeline of deployment (3–4 weeks) is minimal compared to the competition that provide “toolkits” for companies to attempt to build applications themselves.

### **Ownership Experience**

Savi is known for its diligence in offering products and services to its customers. This is evident through the recent renewal of its contract as the sole supplier of Active RFID technology to the US Department of Defense (DoD) through the RFID-IV contract. The company upgraded its portfolio of products by introducing several new Active RFID readers and sensors with enhanced performance and usability. Savi also has a land-sea-land patent for intermodal transportation, enabling analytics regarding data sources, cross-docking and theft, improving ETA accuracy.

Recently, Savi introduced Savi Insight to enable efficient sensor analytics. Savi Insight features predictive and prescriptive analytics scenarios used to uncover previously undetected operational and supply chain patterns. For example, Decade, a bulk storage and shipping manufacturer, had challenges with keeping track of its inventory. Upon deploying Savi Insight, Decade was able to identify business opportunities and address issues pertaining to inventory management. Furthermore, the solution enabled easy implementation and integration.

### **Service Experience**

The uniqueness of Savi Technology’s service includes its ability to stay abreast of its customers’ unmet needs and proactively develop technologies to address those challenges. For example, Savi developed and introduced its Savi Insight Solution to enhance operational efficiencies for both commercial and public sector organizations.

Savi offers individual solutions based on unique customer requirements. To do this, customer feedback is critical in product development. Through this process, the company can clearly understand its customers and their needs; this feedback is ultimately used to enhance existing products and generate new solutions.

### **Purchase Experience**

Savi’s suite of solutions is broadly targeted at applications across commercial and government verticals; its sensor analytics are targeted at identifying chokepoints and improving operational efficiencies.

After evaluating possible in-house solutions for asset and logistics tracking, large Australian retailer Coles asked Savi for a technology solution that would allow them to increase tracking efficiency and reporting accuracy for the 3.5 million reusable shipping assets that circulate throughout the Coles supply chain. Savi deployed their solution and integrated with Coles existing back-office software and business processes, allowing Coles to be able to use Savi to manage all of their reusable shipping assets.

In the defense industry, Savi patented the ISO 18000-7 RFID protocol, which as mentioned earlier, is used by the US DoD and its allies worldwide for logistics and asset tracking. The company's solution suite is integrated into the DoD's radio frequency in-transit visibility (RF-ITV) network and it enables real-time tracking and visibility through the supply chain. Additionally, Savi's solutions are deployed in allied military units, such as NATO and the Australian Defence Force. The company's military RFID solutions are deployed in 52 countries; they monitor more than 4 million sensors, protect \$24 billion in assets each month and include 4,600 read-write sites and 32,000 mobile readers. Furthermore, Savi has a robust partner network spanning sensor analytics, professional services, and technology services companies.

## *Conclusion*

Savi has built a sterling reputation for superior technical expertise, unrivaled quality, and best-in-class customer satisfaction. By clearly understanding its customers and their needs, Savi has engineered unique solutions that address the industry's most pressing challenges. The company's notable presence in the commercial market is evident through its work across industry verticals around the world, such as pharmaceuticals, luxury goods, retail, etc. Because of its impressive product offering, which is rich in customer-driven attributes, Savi is recognized with the 2015 Frost & Sullivan Company of the Year Award.

## 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 your non-industry peers as well) requires a company to demonstrate excellence in growth, innovation, and leadership. This kind of excellence typically translates into superior performance in three key areas: demand generation, brand development, and competitive positioning. These areas serve as the foundation of a company's future success and prepare it to deliver on the two criteria that define the Company of the Year Award (Visionary Innovation & Performance and Customer Impact). This concept is explored further below.



## Understanding Company of the Year

As discussed above, driving demand, brand strength, and competitive differentiation all play a critical role in delivering unique value to customers. This three-fold focus, however, must ideally be complemented by an equally rigorous focus on visionary innovation to enhance customer value and impact.

## Key Benchmarking Criteria

For the Company of the Year Award, we evaluated two key factors—Visionary Innovation & Performance and Customer Impact—according to the criteria identified below.

### Visionary Innovation & Performance

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

### Customer Impact

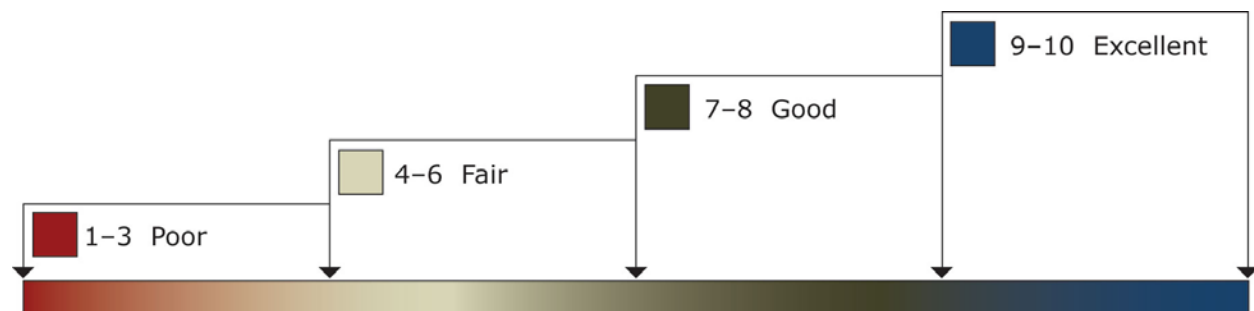
- Criterion 1: Price/Performance Value
- Criterion 2: Customer Purchase Experience
- Criterion 3: Customer Ownership Experience
- Criterion 4: Customer Service Experience
- Criterion 5: Brand Equity

## Best Practice Award Analysis for Savi Technology

### 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 Visionary Innovation & Performance and Customer Impact (i.e., the overarching categories for all 10 benchmarking criteria; the definitions for each criteria 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.

<i>Measurement of 1–10 (1 = poor; 10 = excellent)</i>			
Company of the Year	Visionary Innovation & Performance	Customer Impact	Average Rating
<b>Savi</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
Competitor 2	8.0	8.5	8.2
Competitor 3	7.0	7.5	7.2

## *Visionary Innovation & Performance*

### **Criterion 1: Addressing Unmet Needs**

Requirement: Implementing a robust process to continuously unearth customers' unmet or under-served 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 opportunities solutions

### **Criterion 4: Implementation Best Practices**

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

### **Criterion 3: Blue Ocean Strategy**

Requirement: Strategic focus in 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 revenues, 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 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**

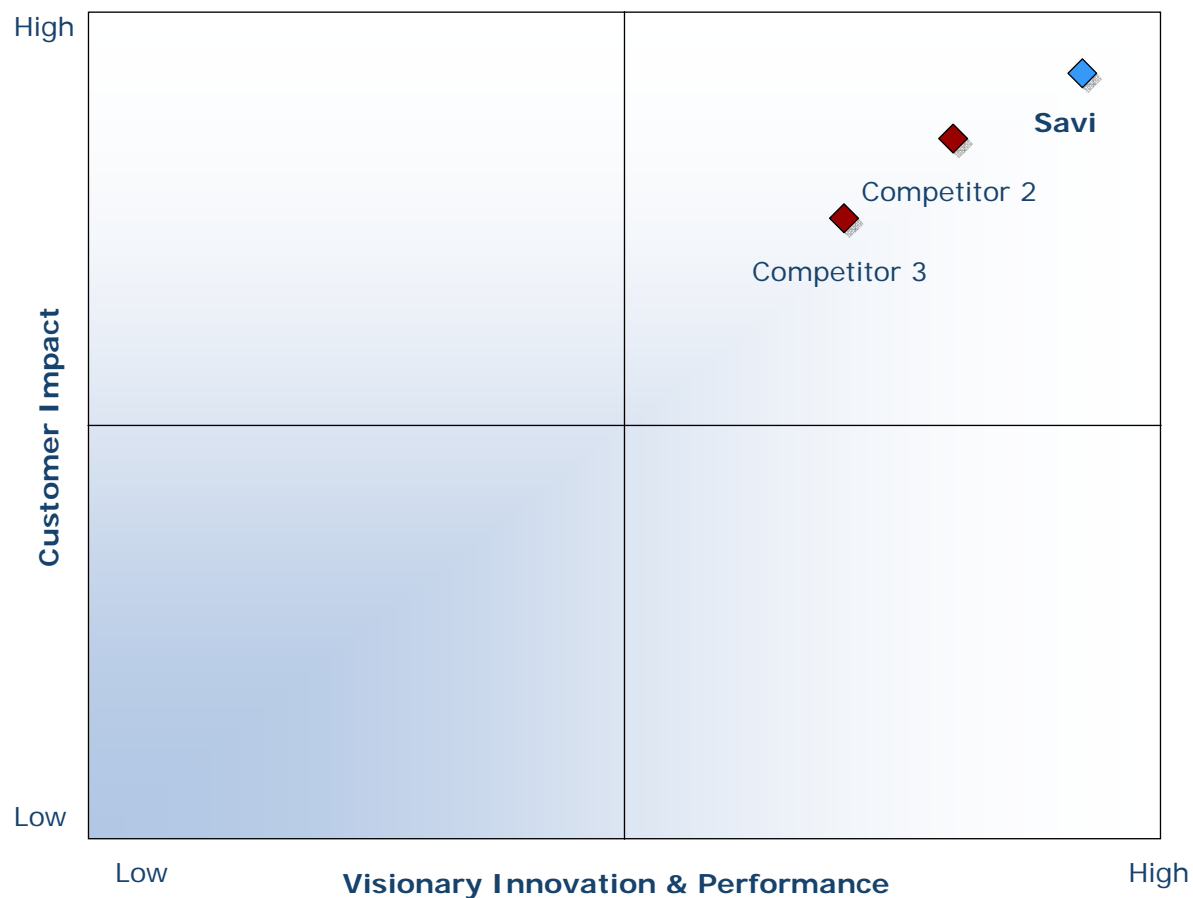
Requirement: Customer service is accessible, fast, stress-free, and of high quality

**Criterion 5: Brand Equity**

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

*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.



## 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 levels.

### 360-DEGREE RESEARCH: SEEING ORDER IN THE CHAOS



## Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices

Frost & Sullivan Awards follow a 10-step process to evaluate Award candidates and assess their fit to 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 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 winner</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>	The award recipient may license the award for use in external communication and outreach to 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

## 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>.