

F R O S T & S U L L I V A N

FROST & SULLIVAN BEST PRACTICES AWARD

HEALTHCARE MANAGED CYBERSECURITY SERVICES
NORTH AMERICA

Customer Service Leadership 2019



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Background and Company Performance

Industry Challenges

An increasingly important component for healthcare delivery is clinical decision support (CDS). CDS delivers patient and population health data to attending physicians and other health professionals involved in the clinical workflow. Key to the decision support process is the ability to secure patient data and enforce access controls so that patient information is not compromised. Yet, cybersecurity has been difficult to implement in the healthcare space. The reasons for this are many: insufficient IT budgets, complexity of the data environment, and lack of expertise. Of these the lack of cybersecurity expertise has become one of the most pressing issues.

It is not entirely healthcare IT's fault. Although late to the cybersecurity party, healthcare IT is aware of the threat and is moving to invest additional resources to secure its data assets. However, just when the threat is becoming more acute and budgets are starting to address the need, healthcare IT finds that the expertise it needs to implement strong cybersecurity infrastructure is unavailable. This dynamic explains the increasing popularity of managed cybersecurity services: rather than competing with other market verticals to hire the cybersecurity expertise needed, it is possible to leverage the expertise of third parties to design, implement and manage security infrastructures. In fact, Frost & Sullivan projects that healthcare managed cybersecurity services in the US will increase from approximately eight billion dollars in 2018 to nearly three billion dollars by 2023¹.

Yet, not all third party supported services are created equal. In fact, many managed cybersecurity services confine themselves to a single aspect of cybersecurity; access management, as an example. What is required is a comprehensive approach that begins with an assessment of the state of a healthcare provider's cybersecurity posture, proceeds to identify potential vulnerabilities, then designs a solution that addresses those vulnerabilities; finally implementing the solution, including ongoing support and management.

There are few vendors that provide such comprehensive cybersecurity support; ones that are sensitive to the special requirements that characterize healthcare data-intensive applications like CDS. One that does is Optiv and it does so armed with a wide variety of cybersecurity solutions comprising leading technologies and proprietary services built from years of experiences and best practices gleaned from serving thousands of clients including healthcare organizations. As a result, Frost & Sullivan believes that Optiv is setting the standard for customer service in this space and is pleased to award Optiv the Customer Service Leadership Award for Healthcare Cybersecurity Managed Services for 2019.

Quality of Customer Service and Customer Impact

Optiv, as a leading security solutions integrator, provides a wide range of cybersecurity services; everything from security strategy to security posture assessment to security management. What is unique about its offerings is that it cannot only help an organization define its strategy, it can recommend solutions, and has the deep technical expertise and

¹ [The US Healthcare Cybersecurity Market, 2018: Overcoming Barriers to Adoption in the Face of an Increasing Threat](#)

end-to-end services capabilities to implement and run those solutions on behalf of the client. Rather than selling its own applications or devices, it draws from the best in class technologies available from third parties and blends them together with its own services to deliver security solutions custom-designed to address a client's particular needs. This capability is especially important in healthcare, where applications and processes may not only be custom, but requirements can be extremely acute. Optiv applies an inside out approach to security, beginning with core requirement of every organization - risk mitigation, then building out from there with security strategy, infrastructure, operations approach and an ongoing measurement capability. Optiv's primary focus is on customer service and rather than delivering a one size fits all solution, is free to consider innovative approaches to cybersecurity: an important requirement in healthcare.

Price/Performance Value

A primary concern of healthcare IT is the cost of providing secure IT services. Budgets for capabilities like cybersecurity have been exceedingly tight traditionally, but now with the threat growing over time, cybersecurity has the potential to break the IT budget. The only recourse has been either to accept a diminished level of security or to attempt to jury-rig a security architecture from a variety of applications or in-house solutions. Exacerbating the problem is the lack of trained cybersecurity professionals: often the expertise even to articulate the problem is lacking amongst the healthcare IT team.

Optiv breaks this conundrum by providing expertise in the form of professional services to plug the in-house expertise gap. However Optiv goes further, up to and including, management of cybersecurity functions. This model can be much more cost effective for a healthcare IT operation, which may not be able to compete with the market for professional cybersecurity personnel.

Customer Purchase Experience

Healthcare IT has been behind the cybersecurity adoption curve and has consistently trailed other market verticals in the implementation of security infrastructure. This has led to setting records for the magnitude and frequency of data breaches: in 2018, alone, more than 300 significant healthcare data breaches were reported to the US Office of Civil Rights. Yet, implementing a cybersecurity strategy can be a daunting task and, with the press of day to day support, healthcare IT organizations, especially in smaller hospitals, are frequently playing catch up with the latest cybersecurity threats. In order to get ahead of the strategy implementation curve, Optiv offers two services: the Enterprise Risk Transformation Service TM and the Quickstart Risk Transformation Service TM. These are designed to help organizations address security gaps caused by digital transformation projects such as remote patient monitoring or clinical communications, where wireless transformation of data such as personal health information can be breached if not secured properly. Through these services, Optiv makes cybersecurity planning and strategy easy for healthcare IT organizations; helping to close the gap that exists between healthcare and other market verticals.

Customer Ownership Experience

Although a healthcare organization cannot totally divest itself of cybersecurity responsibility, Optiv services and support significantly reduce the load that security management places on the IT organization. As an example, Optiv's security information

and events management (SIEM) services provide continuous monitoring and isolation of security events through its security operations centers (SOC). Building and Staffing such operations can be a significant burden on IT and by offloading this function to Optiv, healthcare IT can devote itself to more strategic planning functions.

Customer Service Experience

Optiv provides dedicated technical project management and support throughout its multi-phased project implementations. Post implementation Optiv's certified experts leverage Optiv's global threat intelligence center (gTIC) information to ensure that threats are detected and mitigated expeditiously. An important consideration in healthcare is the degree to which exploits can be detected, contained, and reported; the shorter the time interval, the lower the potential regulatory penalties. By integrating Optiv into the cybersecurity structure of the healthcare provider, armed with gTIC, healthcare providers can be assured that the interval between exploit detection and remediation to reporting is minimized.

Empowerment

Customer empowerment is critical in cybersecurity. As noted above, cybersecurity cannot wholly be divested to a managed security provider. In fact, both healthcare IT and the managed services provider must work together to mitigate the threat. Optiv is unique in the extent to which it can build an integrated risk management services operation that meshes with existing client cybersecurity efforts. In fact, Optiv's service offerings are designed to identify those areas where Optiv can best assist the customer in strategically addressing potential points of vulnerability. The client is empowered to adopt as little or as much support as needed and can always expand the engagement as needed.

Conclusion

Healthcare IT systems and applications are increasingly dependent on data security, but cybersecurity is a complex field, requiring specific expertise. IT organizations have historically had fewer resources to devote to security, but now with an increasing threat, many healthcare providers are turning to managed service providers to plug the expertise gap. Optiv, a leading cybersecurity services provider understands the special needs of the healthcare industry. In particular, it understands the impact that cybersecurity can have on data-intensive applications such as EHR, CPOE and CDS. Offering a wide range of professional services and managed services, Optiv is able to diagnose, address and provide continuing support for specific security needs. For its strong overall performance, Optiv has earned Frost & Sullivan's 2019 Customer Service Leadership Award for Healthcare Managed Cybersecurity Services.

Significance of Customer Service Leadership

Ultimately, growth in any organization depends on customers purchasing from a company and then making the decision to return time and again. The service experience is a critical component of a company's efforts to retain customers over the long term. Through successful retention, companies enhance their brand, increase demand for their products, and differentiate themselves from competition.



Understanding Customer Service Leadership

Customer Service Leadership is defined and measured by 2 macro-level categories: Quality of Customer Service and Customer Impact. These two sides work together to make customers feel valued and confident in their products' quality and performance. This dual satisfaction translates into repeat purchases and a lifetime of customer value.

Key Benchmarking Criteria

For the Customer Service Leadership Award, Frost & Sullivan analysts independently evaluated Quality of Customer Service and Customer Impact according to the criteria identified below.

Quality of Customer Service

- Criterion 1: Empowerment
- Criterion 2: Leverage of Customer Feedback
- Criterion 3: Speed/Timeliness
- Criterion 4: Frictionless Interaction
- Criterion 5: Technological Investment

Customer Impact

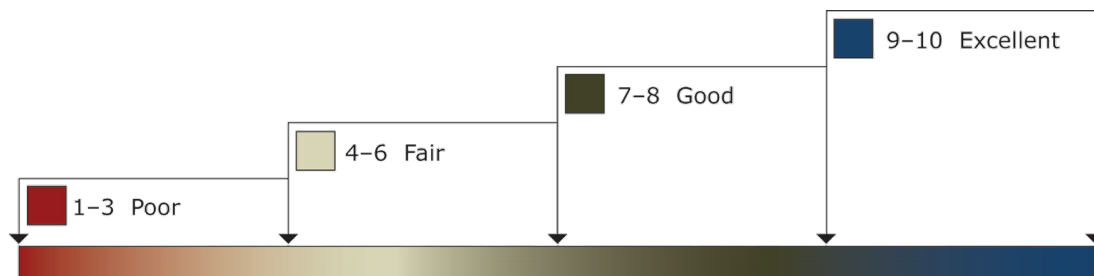
- Criterion 1: Price/Performance Value
- Criterion 2: Customer Purchase Experience
- Criterion 3: Customer Ownership Experience
- Criterion 4: Customer Service Experience
- Criterion 5: Brand Equity

Best Practices Award Analysis for Optiv

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 Quality of Customer Service 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>			
Customer Service Leadership	Quality of Customer Service	Customer Impact	Average Rating
Optiv	10	10	10
Competitor 1	9	10	9.5
Competitor 2	9	9	9

Quality of Customer Service

Criterion 1: Empowerment

Requirement: Service providers are encouraged to take independent, informed, and creative approaches to issue resolution.

Criterion 2: Leverage of Customer Feedback

Requirement: Customer opinions are continually solicited and monitored, leading to direct changes to product features or the service model.

Criterion 3: Speed/Timeliness

Requirement: Issues are resolved within a time frame satisfactory to the customer and the provider.

Criterion 4: Frictionless Interaction

Requirement: Service providers deftly avoid customer conflict by maintaining a friendly, professional demeanor at all times.

Criterion 5: Technological Investment

Requirement: Investment in best-in-class technologies enhance customer knowledge, accelerate issue resolution, and/or improve the customer experience.

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

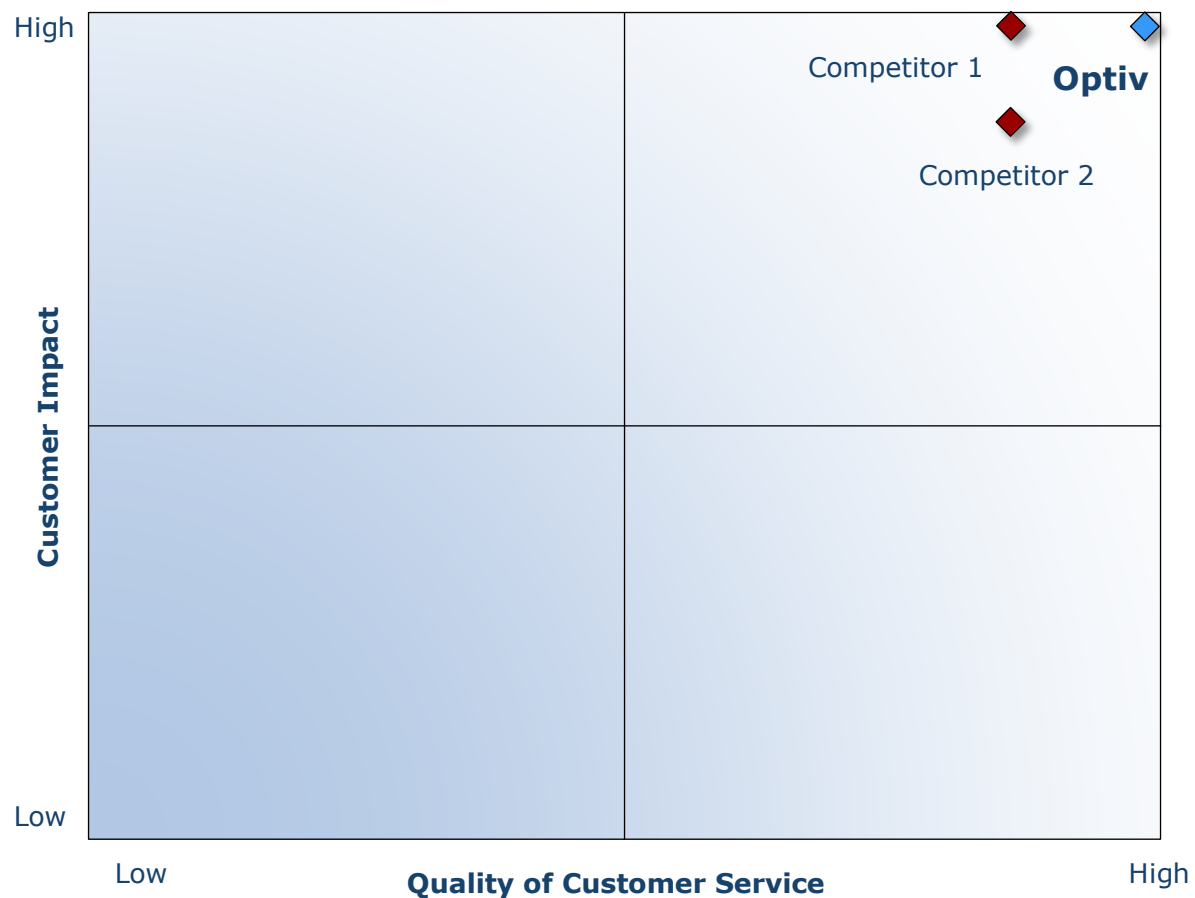
Requirement: Customer service is accessible, fast, stress-free, and of high quality.

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 practices 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 recipient 	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"> • 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 is 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>.