## Contents

Background and Company Performance ................................................................. 3  

Industry Challenges ................................................................................................ 3  

Focus on the Future and Best Practices Implementation ..................................... 4  

Conclusion ............................................................................................................ 6  

Significance of Visionary Innovation Leadership ................................................. 7  

Understanding Visionary Innovation Leadership ................................................. 7  

Key Benchmarking Criteria .................................................................................. 8  

Best Practice Award Analysis for VMware ......................................................... 8  

Decision Support Scorecard ............................................................................... 8  

Focus on the Future ............................................................................................. 9  

Best Practices Implementation .......................................................................... 9  

Decision Support Matrix .................................................................................... 10  

The Intersection between 360-Degree Research and Best Practices Awards ....... 11  

Research Methodology ...................................................................................... 11  


About Frost & Sullivan .......................................................................................... 13
Background and Company Performance

Industry Challenges

Addressing Business Mobility Needs

Increased productivity, improved operations, and real-time collaboration between teams are key benefits of business mobility. However, opening up the corporate IT network can also render organizations vulnerable to various operational, compliance and security challenges – including higher cost of providing access to corporate applications, security breaches, and other possible network security issues. Managing the influx of ‘corporate liable’ as well as ‘individual liable’ mobile devices in a cost-effective, secure, scalable and reliable manner is one of the biggest challenges in the North American end user computing (EUC) market. Application and desktop virtualization, coupled with enterprise mobility management (EMM) technologies, can help organizations address their business mobility requirements. However, implementing silo systems from different vendors isn’t a very efficient approach to enabling device-independent access to business applications and data. There is a clear need for holistic, scalable, and secure EUC solutions that allow organizations to execute on their unified endpoint management strategies in a future-proof manner.

Offering Integrated Solutions

Enterprises increasingly have to provide access to mobile employees as they conduct business with desktops, laptops, tablets, and smartphones. A rapid proliferation of various device types in the post-PC era make it imperative to support a multitude of operating systems to serve business mobility needs of various organizations. While there is an abundance of ‘point’ solutions in this industry, market trends point to the need for integrated solutions that can help organizations address their key mobilization requirements in a manner best fit to the unique attributes of devices connecting to their networks in a policy-driven framework. This integration has to be achieved from technical as well as licensing perspective, where end customers should be able to work with a single vendor for their virtualization, mobility management, and content collaboration requirements. Leveraging appropriate backend infrastructure for supporting the compute, storage, and networking requirements of such implementations is an essential requirement as well.

Other Challenges

Other challenges in the EUC market include: 1) clearly outlining the utility and benefits of different types of business mobility implementations; 2) implementing unified identity management solutions that can integrate silos of user identities; 3) reducing the cost and complexity in implementing and managing business mobility solutions; 4) delivering
optimized virtualized experiences for mobile form factors with touchscreen capabilities; 5) delivering efficient options for enterprises to manage their multi-cloud deployments; and 6) ensuring a satisfactory end user experience with various remote access technologies.

Focus on the Future and Best Practices Implementation

VMware is a leader in cloud infrastructure and business mobility. The VMware Workspace Suite, comprising of products such as VMware Horizon 6, VMware Horizon Air, VMware Horizon FLEX, AirWatch by VMware, AirWatch Content Locker, and the VMware Workspace Identity Manager offers complete application, device, and data management capabilities with centralized identity management and policy enforcement. The following are the key highlights of VMware’s initiatives for business mobility.

Focus on the Future

VMware’s Workspace Suite is a suite of next-generation enterprise business mobility solutions. VMware Horizon desktop and application products allow enterprises to: 1) provide access to virtualized and remoted desktops and applications with a rich and adaptive user experience through a single platform (Horizon 6); 2) deliver cloud-hosted desktops and applications in a device-agnostic manner through the Horizon client or the web (Horizon Air); and 3) deliver local virtual desktops to manage bring-your-own-device (BYOD) laptop and desktop users while helping ensure security, control and compliance (Horizon Flex). AirWatch by VMware is the industry’s leading solution for EMM, including Mobile Device Management, Mobile Application Management and Mobile Content Management solutions. Together, these two product lines enable VMware to become a single-source provider of business mobility solutions that address the key challenges faced by enterprises for their business mobility initiatives.

VMware continues to accelerate the pace of innovation and partnerships. For example, VMware business mobility products work alongside the VMware software defined data center (SDDC), which provides the storage, compute, networking virtualization, and management offerings in a unified hybrid cloud for efficient delivery and management of all enterprise applications regardless of where they reside (public, private, or managed cloud). Benefits of the SDDC for enterprises include higher availability and utilization, lower cost, unlimited scalability, greater speed in developing applications and provisioning technology services, and the agility to reconfigure and repurpose infrastructure as the business needs. As IT spending continues to increase for private cloud, a unifying SDDC approach allows enterprises to successfully manage an ever-changing pool of internal and external IT resources.

VMware’s recently introduced NSX network virtualization technology. When deployed with AirWatch EMM or VMware Horizon, this technology addresses the enterprise security challenge of over-provisioned data center access through the use of network micro-segmentation. This helps ensure proper security for enterprise cloud infrastructure by
Creating individualized virtual networks that allows users or groups to access only the specific applications within the data center to which they are authorized. A comprehensive product portfolio, exceptional execution capabilities, and a strong focus on driving innovation in business mobility continue to ensure strong uptake for VMware’s EUC products. Customer feedback indicates a high level of satisfaction with VMware, which is a clear validation of the ease of use and operational efficiency of its EUC products.

**Best Practices Implementation**

VMware’s product initiatives, personnel strategy, and approach to product distribution and ecosystem enhancement are aligned to enable IT to “deliver work at the speed of life”. The company continues to aggressively invest in new product enhancements to support its long-term growth strategy and has ensured that all customers – regardless of their size or location – get the same level of high quality service and support experience. For example, VMware introduced App Volumes and User Environment Management products into the Horizon portfolio in 2015, and is expected to introduce additional products that make it easy for enterprises to generate higher business efficiencies through strategic IT deployments. Examples of such innovations include a solutions and services approach (versus a software-only approach), and continuous focus on solidifying its leadership for its ‘mobile cloud’ by implementing solutions for transformed economics and simplicity, and unified workspace management. The company is also making significant investments to offer a single pane of glass for the management of all services delivered in virtual, physical, and mobile environments in the enterprise.

VMware has developed a good partner ecosystem. Its many referral, reseller, and technology vendor partners continue to leverage VMware solutions to deliver device, application and content management solutions to their customer base. The company has a dedicated team to make sure each partner is connected, empowered and supported right from the start. Frost & Sullivan’s research indicates that no other organization has the required expertise, or the right set of technical assets to achieve anything similar to what VMware is doing for unified asset management for enterprise IT.

**Competitive Assessment**

VMware’s competitors generally lack a comparable set of data center technologies, unified identity management products, and most importantly, a single management plane to allow end customers to manage any app, on any device, through a single interface. A mobile-cloud vision, the innovative desktop/apps portfolio, a global leadership in EMM, the power of the VMware SDDC and NSX products, and what is perhaps the world’s best team for EUC are the key reasons for the continued success of VMware’s EUC business. VMware’s solutions are regularly deployed by organizations that are already using a competing implementation (often because a product feature or a capability is missing from the competing products), which speaks to the strength of VMware’s product line. By fostering
a culture of innovation, and of making bold decisions that deliver long-term benefits, VMware has established itself as the company to watch in EUC.

**Conclusion**

VMware continues to raise the bar in business mobility. It offers the most streamlined process for deployment and management of business mobility solutions through its EUC products, and has given IT administrators the perfect set of options to efficiently manage the challenges of business mobility. The company continues to grow by bringing complete solutions that go beyond simply providing basic client or desktop monitoring services. Frost & Sullivan believes that VMware is in an ideal position to help its customers execute on their next-generation business mobility strategies; based on this analysis Frost & Sullivan recognizes VMware with the 2015 Visionary Innovation Leadership Award.
Significance of Visionary Innovation Leadership

A visionary innovation leadership position enables a market participant to deliver highly competitive products and solutions that transform the way individuals and businesses perform their daily activities. Such products and solutions set new, long-lasting trends in how technologies are deployed and consumed by businesses and end users. Most important, they deliver unique and differentiated benefits that can greatly improve business performance as well as individuals’ work and personal lives. These improvements are measured by customer demand, brand strength, and competitive positioning.

Understanding Visionary Innovation Leadership

Visionary Innovation is the ability to innovate today in the light of perceived changes and opportunities that will arise from Mega Trends in the future. It is the ability to scout and detect unmet (and as yet undefined) needs and proactively address them with disruptive solutions that cater to new and unique customers, lifestyles, technologies, and markets. At the heart of visionary innovation is a deep understanding of the implications and global ramifications of Mega Trends, leading to correct identification and ultimate capture of niche and white-space market opportunities in the future.
Key Benchmarking Criteria
For the Visionary Innovation Leadership Award, Frost & Sullivan analysts independently evaluated two key factors—Focus on the Future and Best Practices Implementation—according to the criteria identified below.

Focus on the Future
- Criterion 1: Focus on Unmet Needs
- Criterion 2: Visionary Scenarios through Mega Trends
- Criterion 3: Growth Pipeline
- Criterion 4: Blue Ocean Strategy
- Criterion 5: Growth Performance

Best Practices Implementation
- Criterion 1: Vision Alignment
- Criterion 2: Process Design
- Criterion 3: Operational Efficiency
- Criterion 4: Technological Sophistication
- Criterion 5: Company Culture

Best Practice Award Analysis for VMware
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 Focus on the Future and Best Practices Implementation (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 as Competitor 2 and Competitor 3.

<table>
<thead>
<tr>
<th>Measurement of 1–10 (1 = poor; 10 = excellent)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Visionary Innovation Leadership</strong></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>VMware</td>
</tr>
<tr>
<td>Competitor 2</td>
</tr>
<tr>
<td>Competitor 3</td>
</tr>
</tbody>
</table>

**Focus on the Future**

**Criterion 1: Focus on 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: Growth Pipeline**
Requirement: Best-in-class process to continuously identify and prioritize future growth opportunities leveraging both internal and external sources.

**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: Growth Performance**
Requirement: Growth success linked tangibly to new growth opportunities identified through visionary innovation.

**Best Practices Implementation**

**Criterion 1: Vision Alignment**
Requirement: The executive team is aligned on the organization’s mission, vision, strategy and execution.

**Criterion 2: Process Design**
Requirement: Processes support the efficient and consistent implementation of tactics designed to implement the strategy.

**Criterion 3: Operational Efficiency**
Requirement: Staff performs assigned tactics seamlessly, quickly, and to a high quality standard.
Criterion 4: Technological Sophistication
Requirements: Systems enable companywide transparency, communication, and efficiency

Criterion 5: Company Culture
Requirement: The executive team sets the standard for commitment to customers, quality, and staff, which translates directly into front-line performance excellence

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.
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 with select best practice criteria. The reputation and integrity of the Awards 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, company may 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.