

**Award Description**

The Frost & Sullivan Award for Business Development Strategy Leadership is presented each year to the company that has demonstrated excellence in business development within the industry. The award recognizes the company's ability to best perceive consumer needs, develop products and/or services that meet consumer needs, successfully introduce products or services to the industry, and identify new market segments to expand the existing customer base. Through a combination of vision, technology, and successful marketing, the award recipient has demonstrated superior market growth skills.

**Research Methodology**

To select the recipient of this award, the analyst team tracks all the major participants in the industry, paying close attention to their business development efforts. This process includes interviews with all the market participants, customers, and suppliers, along with extensive secondary and technology research. The companies' business development efforts are then analyzed based on the number of new customers, new segments, and commitment to business expansion. Industry participants are then ranked based on the predetermined measurement criteria. The award recipient is ranked number one in the industry.

**Measurement Criteria**

In addition to the methodology described above, there are specific criteria used in determining the final ranking of industry competitors. The recipient of this award has excelled based on one or more of the following criteria:

- Market penetration and market share growth in existing market segments
- Development of new applications for existing products
- Market share position in new market segments
- Number of new customers
- Participation in industry trade groups with goal of expanding market potential
- Establishment of programs which allow its customers to grow, thereby improving its own performance
- Increases in customer loyalty

**2004 Frost & Sullivan Business Development Strategy Leadership Award  
Award Recipient – Idaho Technology, Todd Ritter**

Idaho Technology has been bestowed Frost & Sullivan's 2004 Business Development Strategy Leadership Award for its ability to identify cross-functional synergies and execute subsequent business development strategies.

Idaho Technology started in the biological detection industry in 1998. Since then, Idaho has quickly become a large company within this industry by combining effective technology with an aggressive development strategy. Idaho has become a profitable and successful company while also contributing to the United States' national defense. Idaho has aggressively advocated its products and technology not only for profit and market growth, but also out of a sincere belief they can help defend the U.S. and its troops overseas.

Idaho has quickly moved to establish itself in an industry that has proven to be one of the most difficult to penetrate. The company's Ruggedized Advanced Pathogen Identification Device (RAPID) and RAZOR systems have surely aided in establishing

Idaho's reputation as a provider of effective and reliable biological detection equipment. This reputation was reinforced when the mayor of New York City, Rudolf Giuliani, deputized Idaho Technology to provide emergency biological detection in the wakes of the 9/11 attacks on that city.

The RAPID system is capable of automatically analyzing samples for the presence of any DNA sequence. This detector can analyze 32 samples in 30 minutes. When designing RAPID ease of use was made a priority. The software used is divided into basic and advanced modes, this allows the user to prepare a sample, place it in the instrument and simply push a button. RAPID is also portable, weighing in at 50 pounds while still retaining its ruggedness.

RAZOR is a small, nine-pound, biological detection system. RAZOR is a stand-alone sensor that detects in real-time any harmful pathogens. This system is also battery-operated thermocycler, with built in analysis and detection software while still being a completely self-contained detection unit. This detector has low to zero false positives because of its new instrument software. This software shows simple to read positive negative detection results while storing the data in its onboard storage unit, which can be downloaded to any computer interface.

RAPID and RAZOR are two effective biological detection systems that combine new, innovative technology with portability, ruggedness, ease of use, and reliability. In today's business world, technology will not take the place of an effective business development strategy and Idaho's business development strategy is truly valuable.

Just as important, however, has been Idaho Technology's proven ability to be large enough to handle any task, yet small enough to remain industry responsive. As such, the company has been exceedingly adept at identifying new market opportunities and then aggressively pursuing them. Idaho Technology recently won the Department of Defense's Joint Biological Agent Identification and Diagnostic System (JBAIDS) contract, for example, by targeting the need six months before the actual contract was posted to the DoD website. The company was, therefore, able to preemptively initiate structuring the proposal and prototype significantly ahead of the competition. This aggressive business development strategy has undoubtedly contributed to Idaho becoming a large biological detection company in such a relatively brief period of time.