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PCCW Global

2015 Sub-Saharan African Connectivity Solutions Customer Value Leadership Award

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50 Years of Growth, Innovation & Leadership

Contents

Background and Company Performance

Industry Challenges

Mobile and internet subscribers on the African continent continue to grow exponentially, with mobile subscriptions having already exceeded 15 million in 2000, 500 million in 2010; and expected to exceed an estimated 800 million, out of a growing total population of 1.1 billion, by the end of 2015. In June 2014, the number of mobile connections in the Sub-Saharan Africa region was 608 million, which is forecasted to rise to 975 million by 2020. Internet penetration is, currently, in excess of 26.5% compared to 15.3% in 2012. Hybrid connectivity wholesale service providers in Sub-Saharan Africa (SSA) play a pivotal role in the improvement of connectivity, through the deployment of communication services via satellite and terrestrial fibre optics infrastructure. Internet service providers (ISPs) and mobile network operators (MNOs) are the primary markets for the all-inclusive, hybrid connectivity wholesale solutions. Frost & Sullivan firmly believes that mobile and internet access are not solely a consequence of social and economic growth in SSA, but also key drivers and therefore, it becomes imperative to prioritise their accessibility.

The logistics involved in the provision of cross-border connectivity within SSA poses an immense obstacle for wholesaler network expansion. The process requires meticulous project monitoring and resource management, along with the collaboration with individual countries' local service providers. The initial deployment of cross-border connectivity networks is also opposed by some ISPs and MNOs due to their unawareness of the opportunities this cross-border connectivity presents to their business models and also the fear of potentially supporting their competition.

The lack of last mile connectivity or local loop access within Sub-Saharan African countries presents an impediment in ensuring end users, mobile and internet subscribers are able to access the final connectivity services of both the ISPs and the MNOs. Furthermore, the unreliability of the power supply in Sub-Saharan Africa affects the service availability of the inter-connected, cross-border networks.

The intensification of competition within the SSA wholesale fibre optics industry introduces a cost challenge for wholesalers. This is because ISPs and MNOs not only require an enhanced service that allows them to adapt their business models in accordance to the changing market dynamics, but also a service that is cost efficient whilst catering for their specific requirements. The challenge then lies in employing best practices to ensure the provision of a world-class service at an affordable cost for the SSA market.

The continuous monitoring of network performance, facilitating mission-critical operations across SSA, requires skilled personnel to minimise service disruption in addition to enabling rapid operational recovery. An absence of local fibre industry skills within the region reduces the consistency of the network service. Wholesale service providers need to, thus, implement strategies that strive to deliver superior services in SSA irrespective

of the overbearing obstacles. In addition, the wholesale service providers need to strive beyond their core business to be able to succeed within the demanding fibre optics market.

Customer Value and Implementation Excellence of PCCW Global

PCCW Global is a leading satellite, fibre and wireless, hybrid connectivity wholesale provider in SSA. The company's initial operations in Africa were solely focused on the cable and satellite markets of West and Central Africa. In 2012, PCCW Global strengthened its African footprint by acquiring the Pan-African wholesale service provider, Gateway Communications. Gateway Communications boasts a rich history of knowledge and expertise in the provision of internet protocol (IP), satellite and global system for mobile communication (GSM) backhaul services. PCCW Global has, subsequently, been able to ensure service providers and end-users obtain fully reliable, high-quality, entirely flexible and scalable internet capacity. The company manages in excess of 60 satellite transponders over Africa and ensures exemplary satellite coverage of the continent. With over 24 dedicated teleports and access to multiple cable landing ports, PCCW Global provides world-class local connectivity. The company provides fibre connectivity for 40 African countries, including 11 of the 13 landlocked countries. Peering across borders- including Malawi, Tanzania, Mozambique, Kenya, Namibia, Zambia, Zimbabwe, Botswana and Namibia, allows customers on the continent to utilise optimal cross-border connectivity solutions.

Customer Purchase Experience

PCCW Global is a forerunner in the provision of robust and agile fibre connectivity through its partial ownership in the undersea cables WACS, SAT-3 EASSY, SAFE, Glo1, MainOne, TEAMS and SEACOM, connecting Africa to the rest of the world. The company also has ownership in the Asia-Africa-Europe (AAE-1) undersea cable scheduled for completion in 2016. ISPs and MNOS are able to purchase capacity on the PCCW Global network to service its customers' data and voice needs. PCCW Global provides its customers with the international backbone to deliver the service of its customers to the intended destination around the world.

The landlocked countries benefit from operators' licence of PCCW Global in Mozambique, as PCCW Global has created a connection spanning from the undersea cable landing in Mozambique through to Malawi and Zimbabwe. The use of the PCCW Global network reduces the cost of connectivity for service providers in these countries because there is no cost involved in network transferring.

In addition to the reduced costs, the multiple cable landing points allow for the service to be maintained regardless of a connection failure in one of the cables. This is relevant, as countries such as Mozambique are prone to floods which can damage the infrastructure. PCCW Global has deftly addressed this challenge by connecting Malawi through Zambia, South Africa, Botswana, Namibia and Tanzania as well. In addition to this the company is

a pioneer in connecting the undersea cable, WACS, directly to Malawi and Zambia through Namibia. PCCW Global boasts one of the world's leading peered networks. As a result, there is a reliable and extremely diverse international capability for ISPs and MNOs to service the changing technological needs of its customers.

Most competitive wholesale connectivity service providers in SSA are only able to guarantee latency up to the World Wide Web in London when transporting traffic from Sub-Saharan Africa. At that stage, the traffic is offloaded into the World Wide Web and latency is not guaranteed. PCCW Global's agile network is far ahead of its competitors in terms of traffic management, and its network structure strives to ensure that customers' traffic does not need to transit networks but travel on a direct route from source to destination.

In 2013, PCCW Global invested substantially in connectivity options for the Democratic Republic of Congo (DRC). This pivotal investment included terrestrial cross-border fibre networks, access to subsea cable routes, and satellite connectivity. The multiple routes include Kinshasa and Matadi via the West, Goma in the East, and Lubumbashi in the Southern part of the DRC, providing exceptionally reliable connectivity. These multiple routes also facilitate the provision of international fibre connectivity to numerous landlocked countries in Sub-Saharan Africa.

PCCW Global's resilient Multiprotocol Label Switching/Internet Protocol Exchange (MPLS/IPX) network extends to more than 3000 cities in over 143 countries around the world. This network allows for the high-performance direction of data from one network node to the next, based on short path labels instead of long network addresses. The mechanism avoids the complex lookups in a routing table, thereby making the system far more efficient. PCCW Global has presence in 8 countries within SSA with 9 offices across the region; ensuring customers have easy access to account managers assisting in the purchasing processes and enhancing the overall purchase experience.

Price/Performance Value

ISP and MNOs are able to purchase capacity directly from the undersea cable operators. However, these service providers usually do not have the buying capacity and therefore, this direct approach is not sustainable. PCCW Global applies an exemplary approach of delivering affordable services by aggregating the connectivity capacity requirements for the countries within the SSA region. This enables the individual service providers, especially those present in landlocked countries, to purchase capacity at an affordable price.

PCCW Global has created a fibre ring around Africa by connecting the East Coast and the West Coast undersea cables through the Teraco Data Centres in South Africa, thereby establishing an integrated first-in-class Voice over IPX (VoIPX) network. An IPX is an interconnected service, which allows internet packet (IP) services, at specific quality levels, to be supported through the managed and traffic engineered network environment.

IPX is a first-class, quality solution that PCCW Global provides over and above its fibre network. This has generated a superior edge for PCCW Global in such an intensely competitive market condition. Competitors are unable to match the IPX capabilities that PCCW Global's network boasts, as they do not have a comparable global and continental network range. This allows PCCW Global to transport over 500 000 minutes over its network in SSA per month. The solution guarantees error-free delivery of traffic while offering customers the flexibility to apply a suitable level of quality as required by the varying class of service. The company operates 40 true international VoIPX destinations and facilitates in excess of 10% of Sub-Saharan Africa's international telephone calls (excluding South Africa) by servicing more than 80 telecommunication operators and over 900 corporations.

Competitors within the industry route local SSA voice and data traffic through London and back to the destination SSA country. The average latency from Africa to London one-way is approximately 200 milli-seconds, which amounts to 400 milli-seconds for the round trip. This is similar to almost achieving the traditional satellite latency of 600 milli-seconds.

PCCW Global provides a turnkey solution and has connected over 58 operators across 40 countries in Sub-Saharan Africa to its global network utilising capacity that it owns and leases on all the submarine cables which connect Africa to the rest of the world. PCCW Global recently announced its funding investment in the AAE-1 Cable System which is the first submarine cable to connect Asia directly to Africa and on to Europe. Part of PCCW Global's African subsea cable system operates as a festoon network which interconnects South Africa, Mozambique, Tanzania, Kenya, and then to London. This means, any voice or data traffic originating from and terminating in these countries is delivered at the lowest possible latency. This translates into a faster and distinctively efficient lower latency between South Africa and Mozambique of 7 to 8 milli-seconds. A similar scenario applies for data originating from Mozambique to Tanzania, with latency of 15 milli-seconds.

PCCW Global enables both ISPs and MNOs to provide international voice, data, mobile roaming, signalling and messaging services over the IPX voice and the data-compliant network without the need for any infrastructural investments or multiple relationship agreements. The company is, currently, a leading IP provider in Zambia, offering multiple fibre routes from Zambia to South Africa through the neighbouring countries. The PCCW Global IPX global network provides guaranteed Transport Layer Security (TLS), Service-level Agreements (SLA) and Quality of Service (QoS).

Its cutting-edge IPX solution delivers a private, managed, secure and service-aware network. ISPs and MNOs are able to consolidate multiple connections into a single, managed network, and commercial and operational models are well supported by the IPX. Interconnection and operation costs are reduced due to direct peering, thereby making it a cost-effective premium solution. The direct routing of local communications guarantees timely and quality connections across the SSA region.

Brand Equity

The acquisition of Gateway Communications by PCCW Global in 2012 strengthened its footprint in SSA by creating a formidable alliance with an already established and credible, satellite fibre and IP network operator. Gateway Communications had been present in Africa since 1991 around the time of global internet adoption 20 years ago, and provides a wealth of best-practice experience garnered over those 20 years. Gateway Communications was one of the first to receive a value-added network service licence in Africa in 1991, and has invaluable relationships with both ISPs and MNOs. PCCW Global uses the Gateway Communication brand to leverage its operations in Africa.

As part of its brand awareness initiative, PCCW Global engages in numerous conferences annually, such as Africacom, Capacity Africa, EastAfricacom and Capacity West Africa, which take place around Africa, where it provides sponsorship as well as participates as guest speakers. The conferences present an opportunity for PCCW Global to associate the company, in the mind of its customers, with a culture of industry involvement whilst enhancing the visibility of its value proposition to the market. This participation improves PCCW Global's brand positioning in the SSA market and customers perceive it as a forerunning industry participant.

Customer Acquisition

PCCW Global continues to acquire new clients through ensuring that its services adapt and remain relevant to the changing market needs, through its commitment to exploring new technologies. The company is a founding member of the i3 Forum, an organisation of 48 carrier members promoting the movement of the international bilateral voice market into the IP age. It is also a member of the GSM Association that has identified the importance of the IPX technology in facilitating the growth of international data roaming. These memberships allow PCCW Global to be at the forefront of the technology curve and are privy to the developments of these technologies at an early stage. Its ability to understand the next technological innovation stage enhances its customer acquisition potential because SSA customers are aware that the company is able to provide solutions tailored with the latest technologies in the market in mind.

PCCW Global provides services to all leading telecommunications groups in Africa including MTN, Vodacom/Vodafone, Tigo Millicom, and Airtel. MTN, leading telecommunications provider in Sub-Saharan Africa and has partnered with PCCW Global to leverage its extensive connectivity and use PCCW Global's network in countries where it does not have its own network presence. PCCW Global has presence in 9 main offices across the continent- covering the countries of South Africa, Nigeria, Ghana, Mozambique, Kenya, Tanzania, Côte d'Ivoire and Uganda, and is looking to expand further. The partnerships create symbiotic relationships through the interconnection of networks, thereby allowing it to deliver international connectivity for local companies and vice versa. PCCW Global's

network is able to expand through these partnerships, enhancing its value proposition as customers are further inclined to use the network because of its vast expanse.

PCCW Global continually strives to enhance the strength and depth of its customer relationships in Sub-Saharan Africa. This is apparent through its choice of projects: for example- the deployment of the microwave network in Mozambique as a means to address the challenge of local fibre networks. Its leading microwave infrastructure in Mozambique has, thus, enabled the company to gain access to a new market. It is also a leading provider of network backbone in Zambia.

In September 2014, PCCW Global signed the first international MPLS interconnection for Madagascar with Telecom Malagasy (Telma), the number one national telecommunication operator in Madagascar. This agreement will boost business development in Sub-Saharan Africa for both parties because PCCW Global has access to a new market and would be able to grow its network.

PCCW Global signed an international MPLS and IPX interconnection agreement with Paratus Telecom of Namibia in 2014 to improve High Definition (HD) voice and MPLS network coverage in September of the same year. This relationship gives it further entry access to the resilient economies of the two developing countries of Angola and Zambia in which Paratus Telecom already operates.

PCCW Global has been actively establishing the Sub-Saharan Africa cross border connectivity by addressing the challenge of interconnectivity cross border agreements and ensuring both ISPs and MNOs understand the opportunities that this cross-border connectivity presents to their business models. The company is able to elaborate the cross border connectivity revenue stream benefits to ISPs and MNOs through numerous face to face meetings. ISPs and MNOs, in individual countries, are not threatened by other companies connecting on their network because each company is limited to operating where it has a licence. ISPs and MNOs utilising the connectivity network are then able to sell capacity that they normally would not use, to other companies through this cross border connectivity network.

Lack of electricity is also another challenge facing these countries; this is addressed by PCCW Global, as it is constantly consulting ISPs and MNOs in the network management process to ensure there is minimal service interruption due to power issues. These processes include solar power and generator management.

Growth Potential

PCCW Global is the international operating division of HKT, the Hong Kong-based telecommunications giant. Hong Kong is one of the most technologically advanced cities in the world and HKT is a leading operator in Hong Kong for mobile, broadband, Internet Protocol television (IPTV) and fixed line services. HKT has a tremendous amount of experience in the quad-play world and was one of the pioneers to move into the IPTV space

10 years ago. PCCW Global is able to leverage the technology of HKT and modify the offerings to create new services relevant to SSA addressing the changing market demands.

Mobile is a core sector for PCCW Global and it is building its own mobile ecosystem on top of the IPX fibre network. This is in addition to voice and data transport services, which is allowing for the introduction of new data services- such as Long-Term Evolution (LTE) roaming. The company already introduced the high-quality LTE roaming service for Africa in 2014. In the next 12 months, the company seeks to launch a suite of services that fits on top of the global TV network. The services are to include over-the-top (OTT) video platforms and transcoding cloud-based services. This is to enable ISPs and MNOs to rapidly enter new markets, such as media and entertainment.

PCCW Global is leveraging the success of HKT's machine-to-machine (M2M) technology and smart homes and cities by introducing the technology to Africa. The development of South Africa's first smart city commenced in 2014 in Modderfontein with a budget of $US7.36 billion funded by a Chinese-owned company, Zendai, and is projected to be complete in the next 15-20 years. The smart technology is expected to aid in the reduction of congestion, pollution, and energy consumption, in addition to the provision of services- such as health care, water, waste management and education. PCCW Global is contracted by Zendai to provide the technology, therefore driving this new age adoption.

The European company, Crypteia Networks, owned by PCCW Global, offers a new, advanced, patent-pending technology and a non-intrusive based security-as-a-service solution. This is invaluable for the company's current and future customers, especially those involved in providing services for enterprises, such as banks. This offering is superior unlike traditional security hardware that blocks known threats but does not notify the customer that it is under attack. PCCW Global's Threat Management Service is a cloud-based security system, which identifies both known and unknown threats and notifies the end user when there is an attack and what type of an attack it is. PCCW Global is able to block the attack at the source and mitigate impact on the customer. This service is lacking in Sub-Saharan Africa and PCCW Global is a forerunner in the introduction of this first-of-its-kind cloud-based network intelligence solution.

Human Capital

PCCW Global has a formidable management team, boasting over 20 years of experience in the industry, in different sites across the world. This global location provides opportunities for employee exposure to a diverse range of businesses and types of cultures through assignments and rotations, ensuring that the company is constantly aware of the various market changes taking place. The company is able to use this knowledge to improve its service offerings in Sub-Saharan Africa. The current Chief Marketing Office (CMO), based at the PCCW Global Africa offices in South Africa, is the former Chief Executive Officer (CEO) of Gateway Communications, with a first-hand 20 years' worth of expertise to guide PCCW Global's Africa-centric strategy. Marc Halbfinger, the Chief Executive Officer (CEO)

is an internationally recognised CEO with over 25 years of industry experience. Mr Halbfinger was originally responsible for sales at PCCW Global focusing on the Middle East and Africa markets.

The top management team follows an open communication, employee collaborative approach to launch new innovations. The company has local personnel that are exceptionally well trained to provide proactive quality service. This means that when customers face an interruption in service, the company contacts the customer first and immediately attends to the problem. There are round-the-clock, multilingual customer service support systems in place and account managers run regular forums and customer surveys. PCCW Global prides itself in ensuring complete awareness of daily customer problems via constant communication, the monitoring of network performance and mission-critical operations, and subsequently, providing superior maintenance and recovery strategies. The company's service management team utilises the IT Infrastructure Library (ITIL) Service Management best practice to maintain vital customer support services.

The exceptional service level is made possible through the continuous advancement of employee skills encouraged by PCCW Global. The comprehensive training provided is aimed at the constant upgrading of skills and knowledge of its employees. The company prepares specially designed programs and curricula that are accredited or result in the membership of professional bodies- such as The Hong Kong Institution of Engineers, The Association for Project Management (UK) and The Project Management Institute (US). The training is available for all staff throughout the organisation, including Sub-Saharan Africa. PCCW Global also follows a 'promotion within' policy and gives its employees the scope to grow within the company and become successors to numerous senior executives and this way, develop an adaptable career. PCCW Global emphasises on the delivery of quality services and satisfaction to all its customers through its motivated and qualified employees.

Conclusion

PCCW Global has managed to maintain unparalleled, global hybrid connectivity network service delivery to the Sub-Saharan African space for the past 20 years. Frost & Sullivan believes that the company has effectively met the changing connectivity demands of the Sub-Saharan African market by providing solutions over and above its fibre network that include the establishment of its IPX network. This has enabled the use of VOIPX, which enables a reduction in voice and data traffic costs, and ensures improved service quality for its customers.

PCCW Global's access to next-generation technology through the use of its global operations in Hong Kong has enabled the company to embark on the new Sub-Saharan African market-centric developments, such as LTE roaming, IPTV and smart cities. PCCW Global motivates its employees to continuously strive to add value to its customers'

offerings and enable its customers in Sub-Saharan Africa to experience the benefits of global technological innovations in real time. PCCW Global has been pivotal in adding customer value to the growing fibre networks in Sub-Saharan Africa.

With its strong overall performance, PCCW Global has earned Frost & Sullivan's 2015 Customer Value Leadership Award in the Information Technology industry within the Connectivity Solutions Sub Saharan Market.

Significance of Customer Value Leadership

Ultimately, growth in any organisation 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 organisation 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.

- Shift Competitors Customers
- Increase Renewal
- Increase Upsell
- Customer Value
- Increase Market Penetration

- Increase Equity
- Improve Recognition/ Recall
- Inspire Customers
- Value Leadership
- Clarify Value Proposition

DEMAND

BRAND

Customer Value Leadership

COMPETITIVE POSITIONING

- Clarify Superior Positioning
- Superior Value to Customers
- Competitors Fall Behind
- Best Implementation
- Value Mapping

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 PCCW Global
Decision Support Scorecard

To support its evaluation of best practices across multiple business performance categories, Frost & Sullivan employs a customised Decision Support Scorecard. This tool allows our research and consulting teams to objectively analyse 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

9–10 Excellent

7–8 Good

4–6 Fair

1–3 Poor
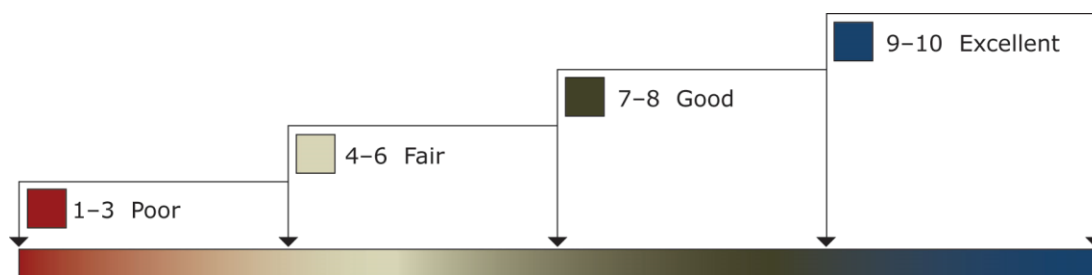
The Decision Support Scorecard is organised by Customer Impact and Business Impact (i.e., the overarching categories for all 10 benchmarking criteria; the definitions for each criteria are provided beneath the scorecard). The research team confirms the veracity of this weighted scorecard through sensitivity 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 organisations reviewed, we have chosen to refer to the other key players in as Company2 and Company3.

DECISION SUPPORTSCORECARDFOR CUSTOMER VALUE LEADERSHIP AWARD (ILLUSTRATIVE)

Measurement of 1–10 (1 = poor; 10 = excellent)			
Customer Value Leadership	Customer Impact	Business Impact	Average Rating
PCCW GLOBAL	9	9	9
Competitor2	7	7	7
Competitor3	6	6	6

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 characterised 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 visualise which companies are truly breakthrough and which ones are not yet operating at best-in-class levels.

DECISION SUPPORTMATRIX FOR CUSTOMER VALUE LEADERSHIP AWARD(ILLUSTRATIVE)
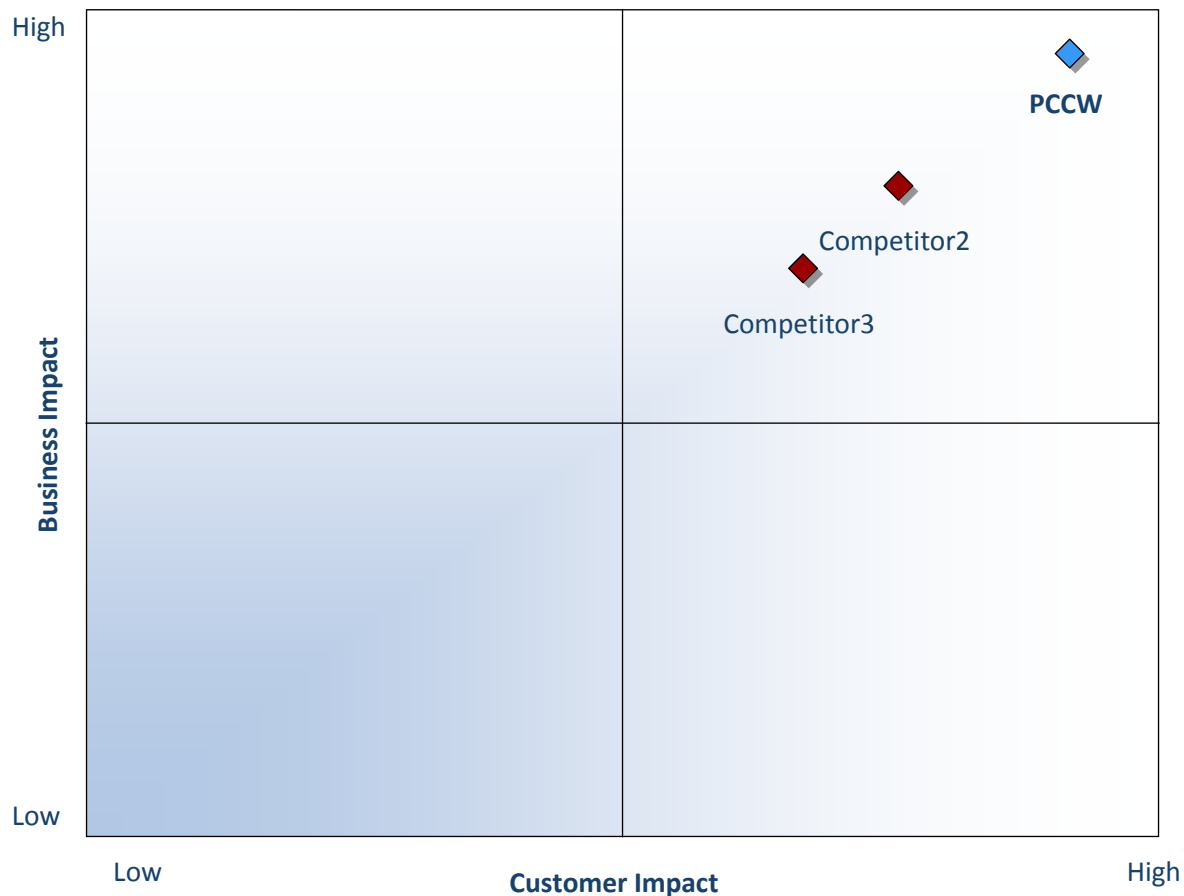
The Intersection between 360-Degree Research and Best Practices Awards

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-degreeresearch 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 Recognising 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.

STEP		OBJECTIVE	KEY ACTIVITIES	OUTPUT
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 prioritisation 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 Prioritise candidates	Refined list of prioritised 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**	Finalise 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 organisation 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**	Once licensed, 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 partering 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.