

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



2017 Global Systems Integration Company of the Year Award



Contents

Background and Company Performance	3
<i>Industry Challenges</i>	3
<i>Visionary Innovation & Performance and Customer Impact</i>	4
<i>Conclusion</i>	8
Significance of Company of the Year.....	8
Understanding Company of the Year.....	9
<i>Key Benchmarking Criteria</i>	9
Best Practices Award Analysis for Dimension Data	10
<i>Visionary Innovation & Performance</i>	10
<i>Customer Impact</i>	10
Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices	11
The Intersection between 360-Degree Research and Best Practices Awards.....	12
<i>Research Methodology</i>	12
About Frost & Sullivan	12

Background and Company Performance

Industry Challenges

The world of systems integration has grown ever more complex as business silos break down and interdependencies between discrete organizational divisions, partners and suppliers increase. The drive to digitally transform the Customer Experience and provide omnichannel service delivery has additionally blurred the lines of independent projects that used to be the sole provenance of IT or the contact center.

In today's business environment, business strategy plans cannot exist in silos. For instance, what happens in the back office impacts the contact center and vice versa. To increase business agility and differentiate a brand also means re-architecting the way we deliver service to customers. This requires the integration of disparate systems of all types, from HR and Accounting to enterprise productivity and customer service applications. It may mean including links to entities outside of the organization as well. It also demands a level of integration that enables the gathering of data from disparate systems to analyze and glean information to better run each respective area. Critically it involves getting buy in on strategic cross-organizational plans.

Layered on top are the overarching requirements to enable business to expand globally and scale up and down in capabilities as needs dictate. Equally pressing are the issues of privacy and security, along with maintaining regulatory compliance, which affect all areas of business.

Independent vendors, within their respective realms, such as customer contact, have been pressured to deliver on all of the above. However, to have the skill set to integrate across the spectrum of business needs from a process, product and service perspective often involves going outside the business to draw on the resources of systems integration specialists.

Successful systems integrators and value-added resellers bring to bear a wealth of expertise that cross product, service and organizational lines. To succeed in today's demanding and complex business environment requires expertise in data networking, telecommunications, security, and other areas. It often involves having specialized vertical market expertise, or regional specialization.

Perhaps one of the biggest challenges is in providing integration expertise to those companies that have made the decision to move all or part of their infrastructure to the cloud. Whether jumping on the cloud bandwagon or dealing with an inherited hybrid environment through consolidation, or as a result of a well thought out plan, companies with many legacy premise-based systems are often challenged with how to integrate existing solutions with newer cloud counterparts. Successful SIs fill the knowledge and skill gap in navigating the plethora of options available in making such a move.

In order to stay competitive in the market, SIs must respond to these challenges and changing market conditions, proving their value to customers. They need to be strategic and trusted partners that have the knowledge and best practices to successfully help customers digitally transform their businesses.

Visionary Innovation & Performance and Customer Impact

Dimension Data is a global systems integrator with deep levels of expertise and human capital for providing end-to-end, cloud-enabled hybrid IT services. The company has 30K employees around the globe, supported by marquis technology partners in core areas of the business, and a growing cadre of partners in emerging technologies. This allows Dimension Data to excel as a trusted advisor to thousands of companies around the globe. Frost & Sullivan recognizes Dimension Data's strengths using the following criteria:

Criterion 1: Customer Purchase Experience

Dimension Data's success as a global systems integrator is tied to its knowledge and understanding of the changing market dynamics for its customers. Its 34 years in the market has allowed it to gain critical expertise in a growing number of technology areas, attract and retain top talent to support those areas, and expand its knowledge and understanding of what customers and prospects need at any point in time.

An indispensable tool in keeping current its base of knowledge is industry-leading research on trends and challenges through decades of benchmarking studies. In particular, the 20th annual benchmarking report on customer contact was just released in April 2017. And in keeping with the changing customer contact landscape, the report was renamed this year to the Global Customer Experience Benchmarking report. As in past years, more than 1,300 contact center stakeholders were surveyed on a broad array of issues related to customer care and the customer experience. This research not only feeds customers and the industry with valuable data, but is also used by Dimension Data and Merchants, a Dimension Data BPO customer contact company, to keep abreast of industry trends and challenges, and helps the company drive product strategy and develop innovative solutions and services for customers.

This base of knowledge – along with Dimension Data's services expertise and technology background -- has enabled Dimension Data to continuously grow its customer base. But a key differentiator is Dimension Data's ability to tie together technology to drive innovation in an environment that is increasingly digital. For instance, within healthcare, the company is working on improving patient outcomes, using technology such as video, to enable better communication between patients, family members and care providers, and developing a cloud-based oncological knowledge sharing platform to improve clinical outcomes.

Customers rely on this depth of expertise and solution offerings to digitally transform their businesses as well as expand globally. They also partner with the company because of the expertise Dimension Data has developed with the partner solutions it offers. For instance, within customer contact and collaboration, Dimension Data has more trained collaboration specialists than any other service provider in the world. It also is Cisco's largest collaboration partner. And it is the largest provider globally of visual communications solutions.

Criterion 2: Addressing Unmet Needs

In his keynote address at the Perspectives 2017 Industry Analyst Conference, CEO, Jason Goodall explained, "We help our clients use the power of technology to achieve great things in the digital age." It's not just the power of technology; Dimension Data helps its clients understand how to apply it, which is essential in addressing the needs of a changing consumer base that is digitally connected. While companies talk about digital transformation, achieving it is not an easy task, particularly when dealing with legacy platforms and applications.

Dimension Data's consultative approach with customers enables it to translate customer's business needs into business outcomes, backed by strategic IT plans and architecture plans for achieving those outcomes. To do this, they draw from strengths in:

- Networking
- Next generation Data Centers
- Contact Center and Collaboration Solutions
- Security
- Digital
- End-User Computing
- Consulting, Technical and Support Services, and Managed Services

Having solid experience and offerings across these areas enables Dimension Data to rapidly transform the Customer Experience of its customers.

Dimension Data understands that there is no one size fits all for any given customer, yet still manages to provide a one-stop shop for customers. The company can do this through its tight partnerships with suppliers, but also through the relationships it has with its parent company, NTT Group, its subsidiaries, and other Dimension Data companies, such as Merchants.

In particular, the company and customers benefit from the go to market strategy it has with NTT Global and its other subsidiaries, such as NTT Data and NTT Communications. This strategy provides for a Holding company that facilitates customer engagements brought in by any of the groups. It includes dedicated teams for digital transformation as well as a cross selling program to ensure clients get the utmost of the combined resources of the companies.

Criterion 3: Implementation Best Practices

Implementation best practices are a hallmark of a Dimension Data engagement. Over time, the company has honed its practice from pure systems integration to a services-led engagement model. This consultative approach focuses on business outcomes, not products.

A typical engagement is to lead a customer through a process to understand what

business outcomes they would like to achieve and understand the challenges they are facing, what issues are preventing change, and their cost drivers and constraints. Then it focuses on quick win elimination of immediate challenges to gain control. Examples include getting escalating network costs under control or uncovering unsanctioned IT functions that lead to non-compliance. The next step is implementing strategic solutions by defining desired business outcomes, creating a digital strategy, and selecting the optimal operational model to facilitate change. Finally, Dimension Data extends this to management and automation, which helps their customers fine-tune operations through analytics and other tools.

A critical part of this business outcomes-based model is matching the delivery model to customer needs. Dimension Data offers full life cycle of services, and flexible deployment models for how clients want to consume services, with options for on-premise, in private or public clouds, or as a hybrid model. This enables customers to consume services at the right price point and scale for their business.

Criterion 4: Customer Ownership Experience

Many companies tout that they put the client at the center of everything they do, but Dimension Data has the client satisfaction ratings to prove that statement is more than a mere mantra. To maximize client satisfaction, the company strives to maintain a keen awareness of the changing needs of businesses today. Its expertise is more than just the implementation of thousands of client data and telecommunication needs globally; it's also ensuring it focuses on business outcomes for customers rather than on pure technology alone. To this end, the company offers consulting services, technical and support services, and managed services and focuses on integrating services, applications and infrastructure to:

- Increase speed to market
- Optimize costs
- Reduce risk
- Ease interoperability
- Improve operational control

Dimension Data provides advisory services in each key area of the business. These include architecture consulting in data center, digital services, network services, customer experience and collaboration, end-user computing and security.

As a result Dimension Data has rapidly grown its installed base of long-term customers, and attained high NPS ratings across these core areas.

Criterion 5: Brand Equity

Dimension Data is a globally recognized brand. Although the company started and is headquartered in South Africa, its wide global footprint gives the company a unique advantage in that it is spread evenly throughout five core regions, comprised of 49 countries and 153 cities around the world. This even spread provides brand awareness, regional coverage, and also serves to provide financial stability in an uncertain global economy.

Dimension Data's 6000 clients include 75% of the Fortune 100 and seven of the top 10 Fortune 500.

The company's brand recognition is further bolstered by the relationship it has with its parent company, NTT Group -- a strong brand in its own right. NTT Group is one of the world's largest ICT companies, with global presence in 87 countries and regions, and has 85% of the Global Fortune 100 as customers. NTT Group employs 110K people in Japan alone and globally 280 thousand. It also has network coverage in 196 countries and regions.

Additionally, Dimension Data's brand recognition is supercharged by the partnerships it has with technology suppliers. For instance, it has had a 26 year partnership with Cisco, and is recognized as Cisco's number one integration partner. Other strong and long-lived partnerships include Microsoft, Avaya, VMWare, Oracle and Juniper. The company also has gained recognition and partnerships from companies in emerging and digital areas as well, including companies such as Slack, Puppet and RedHat.

Further, baked into the Dimension Data's DNA is service to the community, which additionally bolsters its brand recognition. The company has a five-year technology partnership with Tour de France and has put South African bicycle racing on the map, sponsoring its own team of riders, which has fueled country pride within South Africa, and brought global attention to Dimension Data. As part of this is a partnership with Qhubeka, a nonprofit bicycle company dedicated to changing people's lives within Africa by providing access to education, healthcare and economic opportunities.

Also, Dimension Data has gained more brand awareness through its conservation programs that have achieved stellar results in helping to stave off the poaching and extinction of animal species in Africa, through the use of technology.

Criterion 6: Financial Performance

The company continues to demonstrate strong performance.

This performance is fueled in part with its ability to partner with the greater NTT Group. For instance, the go to market strategy with NTT netted the combined companies more than one billion in total customer value in the past 12 months.

Conclusion

With its strong overall performance, ability to deliver across the spectrum of technology solutions, client satisfaction levels, and expertise in creating compelling business outcomes for its clients, Dimension Data has earned Frost & Sullivan's 2017 Global Company of the Year Award in Systems Integration.

Significance of Company of the Year

To win 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).



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 & Performance to enhance Customer Impact.

Key Benchmarking Criteria

For the Company of the Year Award, Frost & Sullivan analysts independently 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 Practices Award Analysis for Dimension Data

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 opportunity solutions

Criterion 3: Implementation of Best Practices

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

Criterion 4: Blue Ocean Strategy

Requirement: Strategic focus on 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 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.

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 practice 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 globe	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Interview thought leaders and industry practitioners Assess candidates' fit with best-practice 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-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	<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-practice 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-practice Award recipient	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 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 future 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 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 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, 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 more than 50 years of experience in partnering with Global 1000 companies, emerging businesses, and the investment community from 45 offices on six continents. To join our Growth Partnership, please visit <http://www.frost.com>.