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AWARDS

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2020 BEST PRACTICES AWARD

AVAYA

MALAYSIA
CONTACT CENTER APPLICATIONS
VENDOR OF THE YEAR

Contents

Letter of Congratulations

I am proud to present you with this year's award for Company of the Year in the contact center applications industry.

Frost & Sullivan's global teams of analysts and consultants research a wide range of markets in multiple industries and regions, and identify companies that are true industry leaders, delivering best practices in growth, innovation, and leadership. These companies have a keen eye on the future and drive innovation that meets upcoming needs before they become commonly visible, often being first to market with new solutions. They focus on delivering the best products at optimal prices to maximize customer value and experience. Identifying these companies involves extensive primary and secondary research across the entire value chain of specific products and/or markets. Against the backdrop of this research, Frost & Sullivan is pleased to recognize Avaya as the Company of the Year in the contact center applications industry.

Delivering excellence worthy of the Company of the Year recognition is never an easy task, and it is made even more difficult considering today's competitive intensity, customer volatility, and economic uncertainty—not to mention the difficulty of innovating in an environment of escalating challenges to intellectual property. In this context, your receipt of this award signifies an even greater accomplishment.

Moreover, Frost & Sullivan recognizes that this accomplishment is the result of many employees, customers, and investors making daily choices to support the organization and contribute in a meaningful way to its future.

I enthusiastically acknowledge and celebrate these achievements, and wish you great success in the future. Frost & Sullivan is here to support you on any future endeavor.

Sincerely yours,

David Frigstad
Chairman
Frost & Sullivan

Background and Company Performance

Industry Challenges

Contact centers are becoming the first point of connection that customers have with many brands and organizations, making customer engagement and management crucial. Organizations are increasingly considering customer experience as a key factor to differentiate themselves from their competitors. As a result, organizations are looking to transform their contact centers and deliver engaging, proactive, and predictive customer experience journeys. More than ever, organizations are now talking about transforming their customer journey through the deployment of a seamless omnichannel experience that leverages artificial intelligence (AI), machine learning (ML), self-service automation, chatbots, robotic process automation (RPA), and real-time analytics solutions.

However, even in an increasingly digital environment, human interaction remains essential to the overall customer experience. As such, organizations are seeking to augment the contact center workforce to find the right balance in their human and digital strength.

Furthermore, organizations are seeking a comprehensive suite of innovative customer experience solutions that enables them to acquire new clients, enhance end-user satisfaction through products and services, build long-term customer loyalty, provide lifetime value through up-selling and cross-selling, efficiently and effectively deliver human interaction when required, and deploy best-in-class customer management strategies and technologies.

Frost & Sullivan understands that ultimately, organizations are challenged to find the right contact center solutions and partners. Given the overreaching challenges, the leading contact center solution providers need to help organizations identify and implement the right technology applications to create intelligent experiences that matter to both customers and employees while driving business outcomes that increase revenue and decrease operational costs.

Visionary Innovation and Performance/Customer Impact

Avaya, a leading unified communications, contact center, and technology services provider headquartered in California, United States, is rapidly gaining recognition in Asia-Pacific as one of the leading contact center solution providers. The company continues to deliver innovative, intelligent, and secure customer experiences. Through its comprehensive contact center solutions Avaya focuses on building long-term partnerships with organizations, enabling them to gain a deeper understanding of their customer needs and provide experiences that matter. The solutions provider excels at staying abreast of industry dynamics and responding with continuous innovation, such as infusing contact center solutions with AI, analytics, real-time insights across customer touch points, smart routing, intelligent agent scripting, and integrated back-office functions to deliver superior customer experiences. Frost & Sullivan believes that Avaya stands apart from its

competitors for its comprehensive Avaya Intelligent Xperiences (IX) Contact Center portfolio designed to improve customer experiences through omnichannel engagement, desktop augmentation for contact center agents, and advanced workforce engagement for contact center managers. Avaya continues to transform its contact center solutions by infusing AI and automation capabilities to provide seamless and context-driven customer experiences.

Visionary Scenarios through Mega Trends

Avaya's vision pivots on offering a robust portfolio of intelligent contact center solutions that encompasses not only the experience that customers have while interacting with organizations, but also the experience that employees have in the workplace while they assist customers. The solution provider's intelligent customer experience approach uses the best of both human and technology expertise, facilitating real people to provide personalized services augmented by advanced technologies like AI, ML, and automation to drive effective collaboration, information sharing, and decision making Avaya's key contact center solutions and recent enhanced features include the following:

- Avaya OneCloud Intelligent Xperiences (IX) Contact Center is a solution designed for the customer experience needs of large, medium, and small enterprises, as well as business process outsourcing companies. It offers a comprehensive, integrated, and open contact center as a service (CCaaS) architecture with scalability, security, and in-depth analytics delivering a simplified and flexible delivery model.

- Avaya Oceana is a multichannel customer engagement solution that provides seamless customer experiences across mobile, web, and traditional communication channels. It enables organizations to improve customer service by linking the customer to the right agent based on history, agent training, and required service levels. Using this tool, organizations can apply bespoke contact center agent routing strategies, thereby improving sales outcomes and integrating the solution with enterprise back-office systems to route processes such as claims, contracts, and sales leads.

- Avaya Agent Scripting solution provides agents with on-screen, step-by-step guidance for navigAating customer interactions using an intelligent scripting capability for both inbound and outbound interactions. Agents are empowered to handle interactions from collecting customer information to determining the next step during interaction and decision-making.

- Avaya Teamspace widget provides an open, rich media chat messaging capability that enables real-time communication and collaboration between service agents, customers, and back-office functions. The solution ensures that the agents get automatic access to a list of contextually relevant experts, including their availability via real-time presence indicator that allows them to be seamlessly brought into customer interactions as and when needed.

In keeping up with market trends, Avaya is focusing its investments on contact center technology innovation to enable experiences that matter. The solution provider has extended its market position by leveraging AI to improve customer experience with more personalized, intelligent, and insightful interactions that improve contact center effectiveness.

Implementation of Best Practices

Avaya's strategic focus is to become a leading unified communications and contact center vendor by continuing to evolve as customers seek blended communications solutions and new delivery models that require tactical technology investments. The vendor is accelerating its presence in the cloud and customer-led innovation space, specifically on the contact center and multi-experience front. Avaya's four strategic pillars to achieve its set objectives are:

1. Accelerate growth and achieve global leadership in enterprise cloud communications;

2. Define innovation by developing enterprise-grade AI, ML, security, and enhanced customer experience solutions;

3. Win in the contact center solutions market through differentiated global services capabilities that create long-term value for customers and support all consumption models;

4. Accelerate the monetization of its customer base by fostering innovation and best-of-breed partners for market access and scale.

Frost & Sullivan believes that with these 4 pillars, Avaya fundamentally focuses on a strategy to invest in people, technology, and staying committed to its customers. The vendor continually invests in R&D and new technologies to develop and provide more comprehensive contact center solutions and services while focusing on expanding the value these tools provide to enterprise customers.

Mindful of the growing importance of AI in contact centers, Avaya is developing proprietary solutions in-house as well as through its ecosystem of partners to help organizations transform their customer experiences. In 2018, Avaya acquired Spoken Communications, a CCaaS and customer experience management applications player; the same year, it partnered with Afiniti, a contact center AI development vendor. Also, Avaya developed a deeper partnership with Cogito, a leader in AI for emotional intelligence, with the objective of improving the customer experience. Avaya developed three key AI contact center applications: agent assistance and productivity, conversational self-service, and smart routing and behavioral pairing. One of Avaya's recent developments is the AI-based virtual agent Ava, which provides immediate answers online.

Through its strategic acquisitions and partnerships, Avaya is able to build feature-rich customer experience solutions based on innovative AI technologies to drive more intelligent responses and gain deeper insight into customers. Its investment in building strategic relationships and building proprietary solutions clearly indicates Avaya's commitment to accelerate its growth in the contact center industry and provide customers with innovative customer experience solutions.

Customer Purchase Experience

Avaya continues to focus on enhancing its Edge Channel Partner Program, which is designed to fuel its growth globally. By integrating partner feedback, the company created this program to offer equal growth opportunities for partners of all sizes and help introduce both them and itself to additional business opportunities. Furthermore, Avaya simplified and streamlined its partner program requirements as well as increased the benefits and rebates offered to the channel partner community across enterprise VARs, mid-market and small and medium-sized businesses (SMBs), and system integrators. The program aims to enable growth regardless of the size or business model of an organization, making the Avaya Edge Partner Program unique as it provides equal growth opportunities to partners and customers of any size.

Avaya and its channel partners offer hybrid, private, and public cloud; managed services; and on-premise deployment options to its customers. As Avaya's range of cloud-based services continues to expand, the vendor is focused on empowering its channel partners to easily deploy cloud-based solutions, so it prepares them through extensive training, conferences, and workshops. Avaya's wide-range of cloud-based services with offerings for the SMB, mid-market, and enterprise customer groups continue to expand and are expected to provide significant growth opportunities for all channel partners.

Avaya operates two distinct product strategies in approaching the market: one is the SMB and mid-market, with focus on contact center operations of 10 to 50 agents in verticals such as manufacturing or travel agencies; and the second is focused on large enterprises such as the financial services, insurance, telecoms, and outsourcing verticals. Its partners, NTT Malaysia and O'Connor's Engineering, are key to its strong growth in Malaysia and position Avaya to gain traction in the public sector, utilities, and financial services verticals. NTT Malaysia is the largest contributor in the enterprise segment while O'Connor's has strength in the financial services sector and is regarded as a dedicated Avaya partner. Through its partnership approach, Avaya is successfully gaining client support and traction in the Malaysian contact center market.

Customer Service Experience

Avaya Malaysia offers innovative approaches to service delivery for its clients. One delivery model is through provisioning end-to-end contact center solutions, including direct support from Avaya to manage and maintain the customer's system, including upgrades, whether delivering minor patches or complete hardware and operating systems.

As part of this delivery model, Avaya charges its clients a fixed monthly fee over the contract period, with no hidden charges. The second form of service delivery is the subscription model, which enables long-term relationships with clients. As organizations in Malaysia increasingly look to move away from the traditional model, which requires capital investment, they instead sign-up for licenses on a subscription basis. This approach empowers clients with the flexibility to scale up and scale down their operations based on peaks and troughs in their call center volume.

Avaya helps clients understand the optimum value they can derive from implementing the right contact center solutions. It achieves this by organizing a two-to-three day workshop based on interacting with and interviewing multiple people in the client's organization, from line of business heads to contact center managers, and even C-level leadership teams to understand the ins and outs of their current operations. Avaya analyzes how operations are managed and then benchmarks the clients according to their level on the maturity index. The results obtained from the benchmarking will indicate if an organization is ready to move to the next stage in relation to people, process, and technology application. Moreover, Avaya employs a strong team of consultants to work with some of these clients to help them move up their scale of operations. The expert consultants design, seamlessly implement and integrate, and optimize operations; they train clients on the contact center applications deployed. These hands-on interactive workshops have been successful in Malaysia, enabling Avaya to gain mindshare with its potential clients.

Financial Performance

Avaya's contact center application solutions registered 2.8% year-on-year revenue growth in Asia-Pacific, while Malaysia's contact center application solutions grew at 3.1% year-on-year. Specifically, Avaya's Malaysia operations are gaining traction with new sales leadership, sales enablement program, and strong partner program that spans across Southeast Asia. Avaya's momentum in the contact center application market was driven by the growing demand for omnichannel customer service deployments. Additionally, Avaya saw an increased preference for its cloud-based contact center applications and increased interest in its workforce engagement management (WEM) solutions.

Brand Equity

Avaya, a global leader in unified communications and collaboration, continues to deliver on simplified solutions to support its customers' evolving requirements. Its customizable end-to-end portfolio of on-premise, cloud-based, and hybrid contact center solutions has attracted organizations looking for a partner to help them transform and deliver elevated customer experiences. Additionally, Avaya has successfully built great relationships with customers in both the mid-market and large enterprise segment in Malaysia through its long-term partnership model. A winning element of its success in Malaysia is the company's extended and hands-on working relationship with its key partners, NTT Malaysia and O'Connor's, which subsequently helped Avaya build closer relationships with

its customers. Frost & Sullivan's believes that Avaya enables its clients to consistently deliver on a personalized customer journey that drives loyalty, improves customer and employee satisfaction, and increases sales and revenues.

Conclusion

As providing personalized customer experiences becomes a crucial competitive differentiator, Avaya successfully transformed itself in the market to deliver robust contact center solutions. The solutions provider gained success through increased investment in innovation, enhanced sales and partner-enablement programs, and strengthened focus on local operations. Furthermore, Avaya is focusing on successfully developing and brining new solutions to the market in a timely manner as well as delivering high-value services to help customers maximize the value of their investments and drive business growth.

For its strong overall performance, Avaya has earned Frost & Sullivan's 2020 Malaysia Contact Center Applications Award.

Significance of Company of the Year

To receive the Company of the Year Award (i.e., to be recognized as a leader not only in your industry, but among non-industry peers) requires a company to demonstrate excellence in growth, innovation, and leadership. This excellence typically translates into superior performance in three key areas—demand generation, brand development, and competitive positioning—that serve as the foundation of a company's future success and prepare it to deliver on the 2 factors that define the Company of the Year Award: Visionary Innovation and Performance, and Customer Impact).

Understanding Company of the Year

Driving demand, brand strength, and competitive differentiation all play critical roles in delivering unique value to customers. This three-fold focus, however, must ideally be complemented by an equally rigorous focus on Visionary Innovation and Performance to enhance Customer Impact.

Key Benchmarking Criteria

For the Company of the Year Award, Frost & Sullivan analysts independently evaluated each factor according to the criteria identified below.

Visionary Innovation and Performance

> Criterion 1: Addressing Unmet Needs
> Criterion 2: Visionary Scenarios through Mega Trends
> Criterion 3: Implementation of 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 Avaya

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
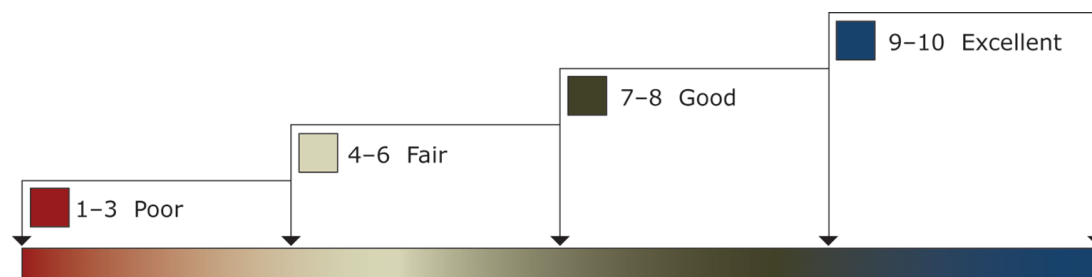
The Decision Support Scorecard considers Visionary Innovation and Performance and Customer Impact (i.e., the overarching categories for all 10 benchmarking criteria; the definitions for each criterion are provided beneath the scorecard). The research team confirms the veracity of this weighted scorecard 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.

Measurement of 1–10 (1 = poor; 10 = excellent)			
Company of the Year	Visionary Innovation & Performance	Customer Impact	**Average Rating**
Avaya	**9.2**	**9.0**	**9.1**
Competitor 1	9.1	8.8	9.0
Competitor 2	8.8	8.5	8.7

Visionary Innovation & Performance

Criterion 1: Addressing Unmet Needs
Requirement: Implementing a robust process to continuously unearth customers' unmet or underserved 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 revenue, 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 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.
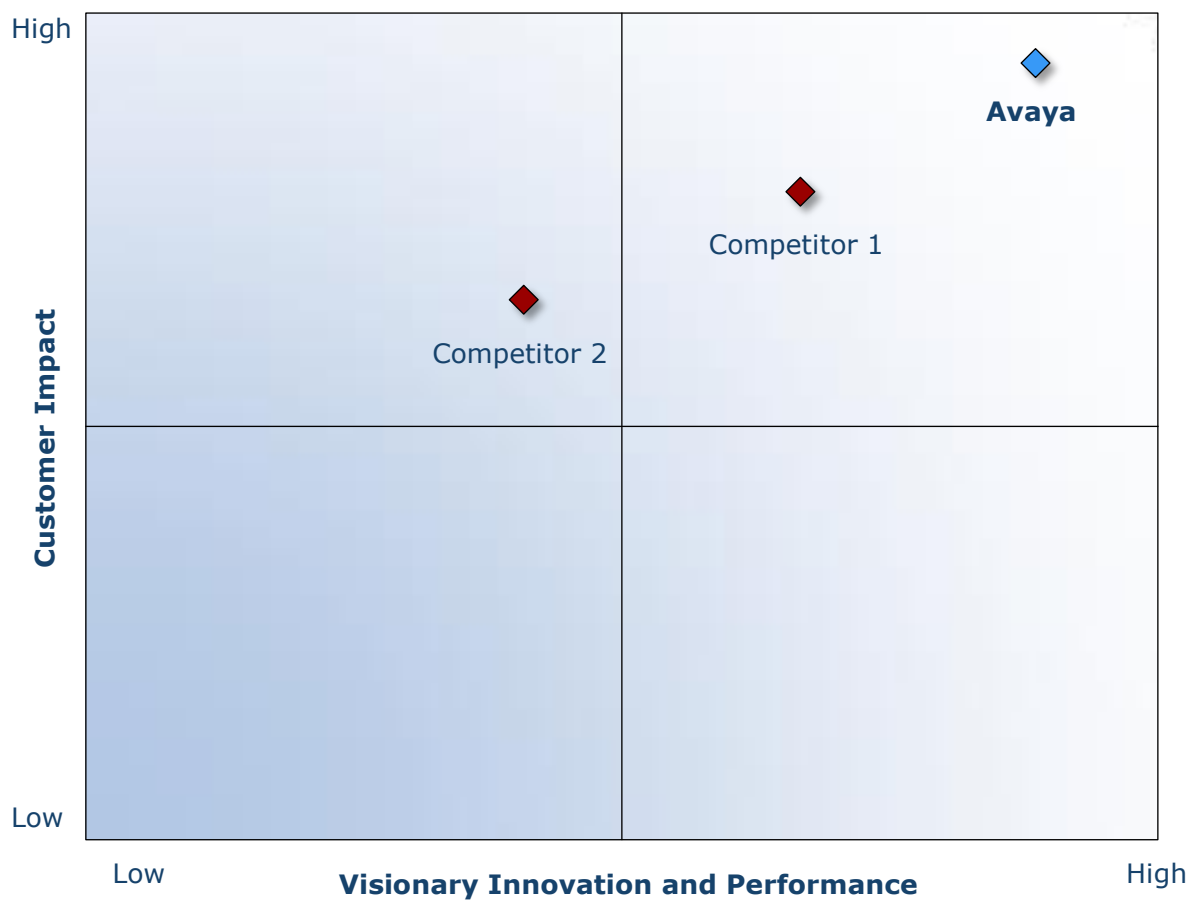
Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices

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 world	• 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	• 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	• 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	• 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	• 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 practices award recipient	• Review analysis with panel • Build consensus • Select winner	Decision on which company performs best against all best practices criteria
9 **Communicate recognition**	Inform award recipient of recognition	• Announce 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	• 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.

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