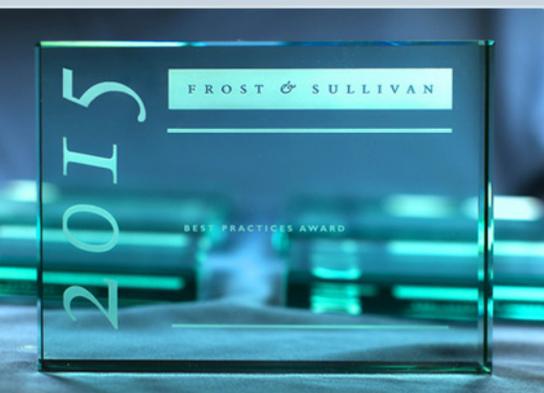




2015 Global Unified Device and Smart Home Management Customer Value Leadership Award



FROST & SULLIVAN



50 Years of Growth, Innovation & Leadership

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Background and Company Performance

Industry Challenges

Machine-to-Machine (M2M), Internet of Things (IoT), and broadband technologies are growing significantly in the communications industry today. Organizations should leverage the services of a specialized provider that has proven expertise in end-to-end solution management for Smart home, M2M and IoT. In addition, cloud-based solutions are growing and, therefore, providing full visibility into the performance of connected assets is critical. Moreover, Frost & Sullivan analysis confirms that Bring Your Own Devices (BYOD), Software as a Service (SaaS), and Platform as a Service (PaaS) trends have been gaining an even stronger foothold in the communications industry. With these trends, Frost & Sullivan believes that providing seamless integration and support will enable customers to achieve significant reduction in operational costs.

Frost & Sullivan agrees that companies that use these technologies and help customers reduce operational costs, while ensuring customer satisfaction and brand loyalty, are in the best position to gain market share.

Customer Impact and Business Impact

Price/Performance Value

Friendly Technologies was established in 1997 to provide an open platform to all service providers with the best cost-effective management tool from a software standpoint. Today, the company has deployed its key unified device management solutions across 100+ carriers, service providers, and mobile operators around the world. Independent of the test equipment the customers choose, the company covers several standards including TR-69, OMA-DM, and LWM2M, thus enabling customers to get support on their broadband, mobile, or IoT/M2M devices.

Frost & Sullivan appreciates how Friendly Technologies plays a major role in IoT/M2M/Smart home device management, unified smart home management, and advanced Quality of Experience (QoE) monitoring. The company's QoE management tool helps service providers monitor and analyze all relevant data in a fast and efficient manner with powerful and easy-to-use analysis tools. The company's broad product portfolio and its ability to partner with any test equipment vendor in a cost-efficient manner have enabled it to provide customer-oriented and flexible solutions.

Customer Acquisition

Friendly Technologies has a global presence, with a widely installed unified device management system. With its focus on QoE, the company constantly monitors the performance of its customers' devices and analyzes the user experience. Customers have the option to choose the basic test tool initially and expand into big data analytics. This way, service providers can ensure that they provide better Quality of Service (QoS) and

improve their subscriber satisfaction and loyalty.

Friendly Technologies properly partners with system integrators and distributors to serve customers across the world. The company provides PaaS, thereby focusing on building relationships with customers. Frost & Sullivan research shows that cloud-based SaaS, PaaS are gaining momentum, and most telecom and service providers report to Frost & Sullivan that they are aiming at cloud-based installations in the near future. The device management system has the capacity to even manage Android phones by remotely connecting a mobile phone to the server.

With all of these technologies growing at an exponential rate, Frost & Sullivan firmly believes that Friendly Technologies is well set to lead from the software solution perspective. The company has had success in serving the top tier global service providers to remotely monitor millions of subscribers with its TR-069-based solution. The company has a proven track record in assisting its customers to expand their client base without any interruption.

Customer Ownership Experience

Triple play including voice, video, and data has been growing incrementally in the communications industry. With mobile forming the quadruple play and smart home the quintuple play service, there is immense opportunity for growth. Remote access, internet protocol Television (IPTV) services, and QoE are the key factors for success. The TR-069 device management system helps service providers simplify the management process - and also reduce support and operational costs.

QoE and QoS are the most significant differentiating factors for vendor success in the market today. Friendly Technologies has a dedicated QoE monitoring solution that helps to monitor and improve the subscriber's quality of experience. The excellent and high-quality solutions, along with a broad range of products and customer service, have clearly enabled the company to be at the forefront of competition.

TR-069 and OMA-DM standard protocols allow users to remotely manage several devices such as cameras, home appliances, and others with a single dedicated management platform. Friendly Technologies truly addresses these standards effectively with its smart home management system, whereby customers can manage their digital home easily.

Growth Potential

TR-069 is a key standard supported by the broadband forum for remote access. Friendly Technologies' device management supports this standard and assists customers in streamlining and simplifying the entire service life cycle of broadband devices. With TR-069 being expanded to support Smart Home & IoT, the company's unified device management solution supports this protocol to provide the highest customer satisfaction with seamless deployment. The company's uniqueness lies in providing automatic interoperability with its TR-69 suite. With this option, whenever a customer adds a new

device to the network, the system recognizes the product and automatically adjusts itself to handle the device. This reduces user intervention, thereby reducing maintenance time. In addition, this tool helps service providers in remote locations with an automated device installation process. As such, customers save time with reduced churn and downtime.

With the focus on triple play, mobility, and smart home deployment, Friendly Technologies is well positioned to offer its customers a best-in-class centralized management.

Brand Equity

As the TR-069/OMA-DM/LWM2M standards is expected to increase the demand for Smart Home IoT and with M2M and smart home management on the rise, Friendly Technologies is in the right position to increase its brand equity among customers. As the software and services provided by the company are independent of test equipment, it is able to partner with all test equipment providers globally.

Conclusion

Friendly Technologies' IoT/M2M & smart home product line supports standard protocols such as OMA-DM, LWM2M, and TR-069. With this capability, Frost & Sullivan analysis confirms that the company's unified device management tool provides superior QoE to its customers globally.

With its strong overall performance and a very wide line of products for the above markets, Friendly Technologies has earned the 2015 Frost & Sullivan Global Customer Value Leadership Award.

Significance of Customer Value Leadership

Ultimately, growth in any organization depends upon customers purchasing from a 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 organization must be best-in-class in three key areas: understanding demand, nurturing the brand, and differentiating from the competition.



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 Global Customer Value Leadership Award, Frost & Sullivan analysts independently 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

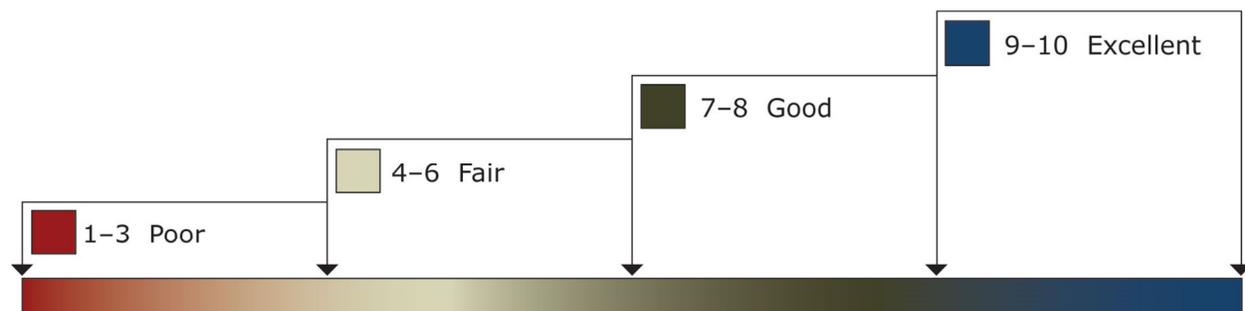
- Criterion 1: Financial Performance
- Criterion 2: Customer Acquisition
- Criterion 3: Operational Efficiency
- Criterion 4: Growth Potential
- Criterion 5: Human Capital

Best Practice Award Analysis for Friendly Technologies

Decision Support Scorecard

To support its evaluation of best practices across multiple business performance categories, Frost & Sullivan employs a customized Decision Support Scorecard. This tool allows our research and consulting teams to objectively analyze performance, according to the key benchmarking criteria listed in the previous section, and to assign ratings on that basis. The tool follows a 10-point scale that allows for nuances in performance evaluation; ratings guidelines are illustrated below.

RATINGS GUIDELINES



The Decision Support Scorecard is organized by 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 organizations reviewed, we have chosen to refer to the other key players as Competitor 2 and Competitor 3.

DECISION SUPPORT SCORECARD FOR CUSTOMER VALUE LEADERSHIP AWARD

<i>Measurement of 1-10 (1 = poor; 10 = excellent)</i>			
Customer Value Leadership	Customer Impact	Business Impact	Average Rating
Friendly Technologies	9.0	9.0	9.0
Competitor 2	8.0	8.0	8.0
Competitor 3	7.0	7.0	7.0

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

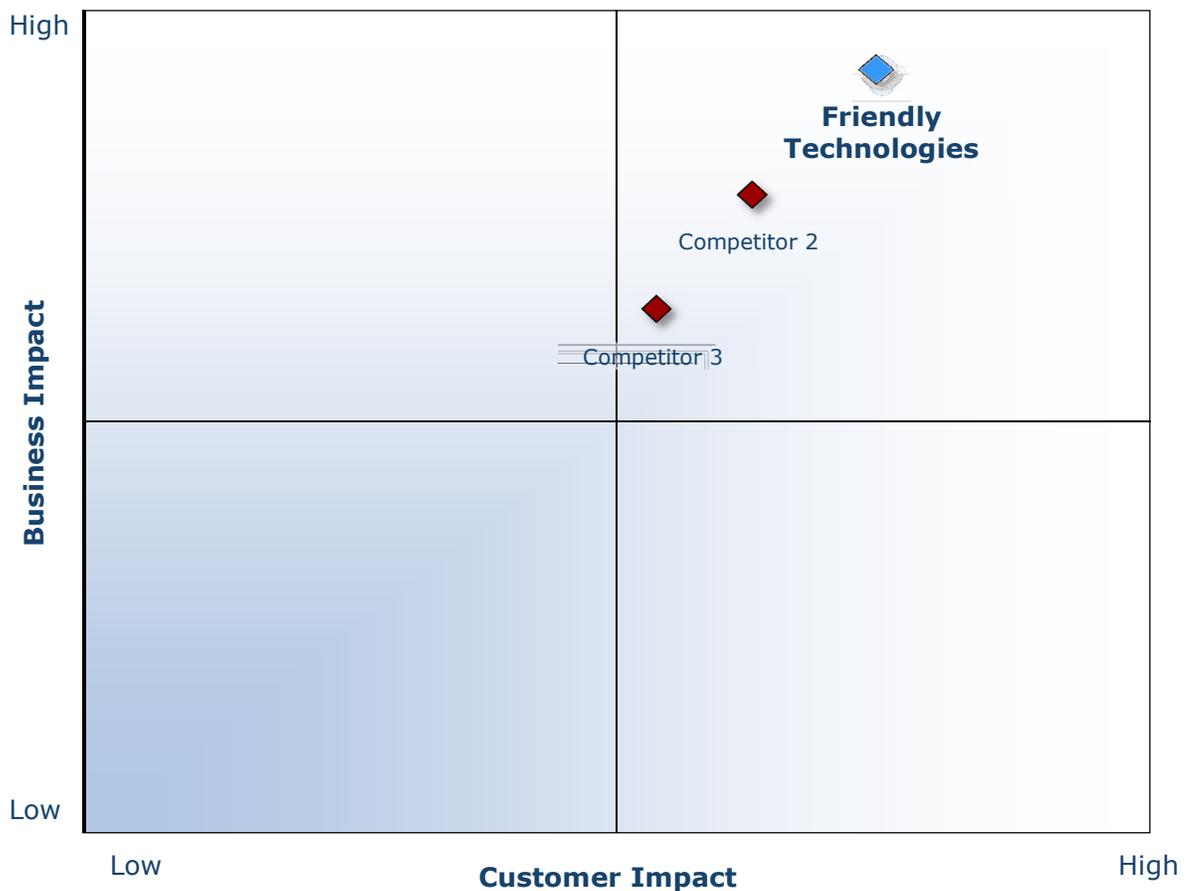
Criterion 5: Human Capital

Requirement: Company culture is characterized 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 visualize which companies are truly breakthrough and which ones are not yet operating at best-in-class levels.

DECISION SUPPORT MATRIX FOR CUSTOMER VALUE LEADERSHIP AWARD



The Intersection between 360-Degree Research and Best Practices Awards

Research Methodology

Frost & Sullivan’s 360-degree research methodology represents the analytical rigor of our research process. It offers a 360-degree-view of industry challenges, trends, and issues by integrating all 7 of Frost & Sullivan's research methodologies. Too often, companies make important growth decisions based on a narrow understanding of their environment, leading to errors of both omission and commission. Successful growth strategies are founded on a thorough understanding of market, technical, economic, financial, customer, best practices, and demographic analyses. The integration of these research disciplines into the 360-degree research methodology provides an evaluation platform for benchmarking industry players and for identifying those performing at best-in-class levels.

360-DEGREE RESEARCH: SEEING ORDER IN THE CHAOS



Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices

Frost & Sullivan Awards follow a 10-step process to evaluate Award candidates and assess their fit with select best practice criteria. The reputation and integrity of the Awards are based on close adherence to this process.

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 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 may 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

About Frost & Sullivan

Frost & Sullivan, the Growth Partnership Company, enables clients to accelerate growth and achieve best in class positions in growth, innovation and leadership. The company's Growth Partnership Service provides the CEO and the CEO's Growth Team with disciplined research and best practice models to drive the generation, evaluation and implementation of powerful growth strategies. Frost & Sullivan leverages almost 50 years of experience in partnering with Global 1000 companies, emerging businesses and the investment community from 31 offices on six continents. To join our Growth Partnership, please visit <http://www.frost.com>.