

FROST & SULLIVAN

BEST PRACTICES

AWARDS

FROST & SULLIVAN

2020 BEST PRACTICES AWARD



**2020 KSA MANAGED
INFRASTRUCTURE SERVICES PROVIDER
COMPANY OF THE YEAR AWARD**

Contents

Letter of Congratulations.....	3
Background and Company Performance	4
<i>Industry Challenges.....</i>	<i>4</i>
<i>Visionary Innovation and Performance/Customer Impact.....</i>	<i>4</i>
<i>Conclusion.....</i>	<i>8</i>
Significance of Company of the Year	9
Understanding Company of the Year	9
<i>Key Benchmarking Criteria</i>	<i>10</i>
Best Practices Award Analysis for Wipro	10
<i>Decision Support Scorecard.....</i>	<i>10</i>
<i>Visionary Innovation & Performance</i>	<i>11</i>
<i>Customer Impact</i>	<i>11</i>
<i>Decision Support Matrix</i>	<i>12</i>
Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices	13
The Intersection between 360-Degree Research and Best Practices Awards	14
<i>Research Methodology</i>	<i>14</i>
About Frost & Sullivan.....	14

Letter of Congratulations

I am proud to present you with this year's award for Company of the Year in the KSA managed infrastructure services 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 Wipro as the Company of the Year in the KSA managed infrastructure services industry.

Delivering excellence worthy for 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

Today, more and more enterprises are turning to third-party providers for managed infrastructure services (MIS), which involves the outsourcing of certain inventory and infrastructure management activities including hardware (e.g., servers and data centers), software (e.g., CRM and ERP), and network (e.g., security and Internet connectivity).

Disruptive technologies such as big data, cloud computing, Internet of Things (IoT), smart mobility and predictive analytics are fueling the digital revolution across industry verticals and creating fluidity between the physical and digital worlds. Enterprises are increasingly adopting these technologies to build agile and secure infrastructure for their digital transformation. Managed infrastructure service providers are being called on to do the job.

Organizations rely on managed service providers (MSPs) to handle their complex infrastructure with comprehensive industry experience and core domain expertise. MSPs help organizations optimize IT operations and service delivery, enhance the user experience, improve both cost efficiency and infrastructure uptime and gain access to novel technologies.

In the Middle East, managed services outsourcing is less common than in Western markets, though increasing digital focus by the governments of the Kingdom of Saudi Arabia (KSA) and the United Arab Emirates (UAE), coupled with higher spending on IT services, are creating ample opportunity for MSPs. However, the KSA market is still slow in adopting cutting-edge technology, leaving key infrastructure components operating on legacy technologies that pose a major challenge for the MIS industry. Further, the KSA market for infrastructure services is highly fragmented, composed of local boutique firms owning a significant portion of the business landscape, which results in a long gestation period in order closing. Moreover, complying with KSA's security and data privacy requirements and transforming customers' data center operations create another challenge for MIS providers looking to establish a footprint in the KSA market.

Visionary Innovation and Performance/Customer Impact

Growth Performance

Wipro, a leading global information technology, consulting and business process services company, is a leading participant in the Middle East's MIS market. The company has over 4,500 personnel working for more than 70 clients in the Middle East to deliver infrastructure services, application services and business process outsourcing (BPO) services. The Middle East is an important region of focus for Wipro and a key driver for its business growth. For instance, Wipro in a JV with Princess Nourah University (the largest women university in the world) has set up a more than 500-seater industrial engineering, business process services and IT hub known as Women's Business Park (WBP) in Saudi Arabia.

Wipro's revenue witnessed an increase of 7.82% in 2018–2019. The IT services segment revenue increased by 9.76%. This growth was led by two of its largest industry verticals: banking, financial services and insurance (BFSI); and the consumer business unit (CBU). Growth in the BFSI and CBU industry verticals was a result of Wipro increasing its differentiated offerings across its physical and digital capabilities. The company's infrastructure service is its largest service line in the Middle East and contributes approximately 40% to its Middle East revenue.

Competitive Differentiation

Wipro is one of the market leaders in managed IT infrastructure services in the KSA and seeks to support its customers by enabling end-to-end accountability, ensuring technology alignment, lowering operating costs, improving service levels and providing higher levels of reliability. The company's customers are undergoing unprecedented change and disruption in their businesses led by forces such as the need to achieve business outcomes leveraging IT (i.e. improve revenues and market share and gain competitive advantage), digital transformation (i.e. new business, revenue models to monetize information assets), and operational efficiency through automation and cloudification (i.e. IaaS, PaaS/CaaS adoption). To address these priorities, Wipro has made significant big investments in areas such as digital, cloud, cybersecurity, intelligent automation and connected intelligence. Some of the specific investments made in infrastructure transformation include a 4-fold expansion of cloud studio; a co-funded studio with hyper-scalers (e.g., AWS Launchpad), and disproportionate investment (i.e., 3X) in cloud-native resources.

Furthermore, to overcome the challenges the MIS industry is facing in KSA and unlike what any of its local competitors are doing, Wipro has taken certain mitigation measures. These include following a consultative approach to increase customer awareness on cutting-edge technologies, platforms and services. To do so, Wipro has invested in a localized infrastructure consulting team within the region. Implementing innovative pricing models while it continues to provide customers with traditional pricing models, such as fixed price, has allowed Wipro to cater to various customer needs, including as-a-service pricing, catalogue-based pricing and outcome/risk rewards.

Visionary Scenarios through Mega Trends

KSA's MIS market remains fragmented and with significant dependency on legacy technologies, accomplishing digital transformation requires great expertise. Wipro's strategy is to implement a 'Future Mode of IT Operations' model that is agile, reliable and available on-demand while complying with region-specific security and data privacy requirements. This forward-looking model reflects the two core themes Wipro is focused upon in the short-to-medium term. The first theme reflects the company's strong foundation, its ambition to support the services transformation of its customers' data center operations by leveraging its domain expertise as well as its technical and transformational capabilities with the overall objective to enhance their operational efficiency. The second theme aims to achieve a long sustainable partnership that is based

on trust, collaboration, innovation and co-creation. Wipro plans to enact these themes through a three-pronged strategy delivered in distinct yet closely-knit phases:

Phase 1: Consulting Assessment—An enterprise IT strategy

Phase 2: Effectiveness and Establishment—An optimization journey towards collaboration and productivity

Phase 3: Efficiency and Standardization—For operational steady-state efficiency

Wipro plans to leverage its catalogue of IP-based assets including tools, frameworks, platforms and accelerators that largely harness its knowledge and best practices to enable delivery of high-quality outcomes to its customers, quicker than they could manage themselves. This is fundamental to its intent of achieving ROI benefits and becoming a source of cost management advantage for its customers.

Price/Performance Value

Companies today are undergoing unprecedented change and transformation in their business operations, led by forces such as need-to-achieve business outcomes leveraging IT, Industry 4.0 (i.e., intelligent and connected systems, IT/OT integration) and a few other key forces that include (but are not limited to) security and compliance (e.g. GDPR, California Consumer Privacy Act, country-specific regulations); cloudification; CAPEX to OPEX through variabilization, CAPEX avoidance; need for mergers and acquisitions to enhance market share; and divestiture to unlock value. To achieve all these transformation requirements, the cost to avail MIS for small-and-medium enterprises becomes crucial. In response, Wipro's solution portfolio includes offerings from its partners and its joint GTMs that are built with all levels of business entities in mind. For instance, the solutions offer a pay-per-use or a one-time usage price, which allows customers to continue using the service at a manageable per-use price, thereby making its option easy-to-access for smaller organizations. Frost & Sullivan is impressed with Wipro's flexibility in developing innovative pricing models for all manner of customers in KSA, such as the following:

- **As-a-service pricing:** Wipro owns the data center assets and provides both assets and data center transformation as well as managed services as a service to clients.
- **Catalogue-based pricing:** Catalogue-based pricing set on a predefined catalogue for advisory, build, migration and managed services are delivered through Wipro's industrialized cloud studio.
- **Outcome/risk reward:** Transformation programs are delivered with a significant portion of the yearly fee linked to Wipro's meeting the KPIs and the client meeting their own business objectives.

- Pay-as-you-use pricing: This option bundles the migration, on-going operations, and infrastructure on a pay-per-use model, with minimum commitment.

Moreover, unlike its competitors, Wipro offers a shared delivery platform that offers services based on the number of personnel used along with a class-of-service that guides the choice of pricing for customers. For large enterprises, the platform offers flexible options on a pay-by-use model for both service provider and customer personnel. Hence, this innovative pricing strategy is suitable and affordable for all types of small, medium and large enterprises.

Vision Alignment

Wipro's go-to-market strategy revolves around becoming a partner of choice for its clients and making them successful by enabling digital transformation. To enable this transformation, Wipro has built a strong network of partnerships and alliances to assure an exceptional service experience for its customers. Some of the key alliances include a 360-degree relationship with HPE, a longstanding relationship of two decades that thrives on Wipro's business and global delivery expertise and HPE's product and services portfolio; big bet partner for BoundaryLess Data Center (BLDC) with joint reference architecture based on VMware cloud foundation and vRealize suite; and a partnership for Azure stack, offering a unique flex consumption model built solely for Wipro. Furthermore, Wipro built an alliance with Cisco wherein Wipro's long-standing 360-degree relationship has helped build BLDC reference architecture based on Cisco's suite of solutions. Wipro is the first GSI to implement OpenShift Joint Services, Joint GTM and solution investments for private cloud-based on RedHat Cloudforms. Also, Wipro has collaborated with modern CSPs such as Google Cloud, Microsoft Azure and AWS.

Customer Service Experience

Frost & Sullivan finds that Wipro has a robust customer service and satisfaction quality check process in place, which it considers imperative to gauge its customers and end users' confidence in availing the benefits of its services. Wipro proposes and incorporates risk and reward as well as earn-back mechanisms in its managed services engagements. As part of the customer satisfaction (CSAT) process, a periodic CSAT survey is one of its key levers to solicit feedback from customers on various delivery/satisfaction parameters and to create a way to take corrective action wherever required. The parameters are tied to a scale on which the customer rates Wipro's delivery organization.

Frost & Sullivan finds that these surveys are generally done at three key levels: end-user CSAT, program CSAT and annual CSAT. In the end-user CSAT, an end-user satisfaction survey is one of the key service delivery components used to measure end-user response against the complete ticket lifecycle. The direct benefit of the tool is the customer relationship management where gathering, measuring and analyzing these responses for them is more accurate, consistent and less time consuming than using traditional telephone or paper-based surveys. The program CSAT is initiated during execution of the

project (e.g., milestone, intermediate release) or during closure of the project, at minimum half yearly. This is an automated and online system with a 7-point rating scale directly on the Wipro server, monitored and managed by Wipro's centralized and independent function, which makes it completely independent from the on-ground project team. Predictive action plans are shared with the affected customer, including plan status. In the annual CSAT, an annual survey is conducted by a third-party consulting firm contracted by Wipro and is a strategic survey focused on the Wipro-customer relationship; a net promoter score is given.

The results of the customer satisfaction survey are collated by Wipro's client engagement/relationship managers or the technical managers and are analyzed by comparing with similar programs. They are reviewed by Wipro's executive sponsor for the program during the periodic management review meetings and appropriate actions are immediately taken to address the improvement opportunities or concerns cited by the customer. Trends of the results are also checked in the form of statistical analysis to ascertain if significant improvement in customer satisfaction is recorded. Frost & Sullivan appreciates this well-established customer satisfaction process by Wipro, which has helped its KSA customers benefit from its services.

Conclusion

Wipro is a trusted partner to over 1,100 clients in over 100 countries. The company was among the first global service providers to set foot in the Kingdom and to help orchestrate technology project implementation and support in response to the country's move towards digital transformation. Frost & Sullivan finds that Wipro has over 65% localization in its organization across the Kingdom and has aligned itself well with the Saudization 2030 roadmap.

With commitment to quality and strength of global infrastructure, Wipro has been delivering an extensive range of technology solutions, consulting services, system integration services and solutions for outsourcing key industry verticals to its customers, around-the-clock, seven days a week. The company has proven to be an ideal partner and a digitalization catalyst for all organizations looking for a transformational managed infrastructure solution provider. Owing to its strong R&D capabilities and overall industry-leading performance, Wipro has earned Frost & Sullivan's 2020 Company of the Year Award in the KSA Managed Infrastructure Services Industry.

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: Competitive Differentiation
- Criterion 2: Visionary Scenarios through Mega Trends
- Criterion 3: Implementation of Best Practices
- Criterion 4: Blue Ocean Strategy
- Criterion 5: Growth Performance

Customer Impact

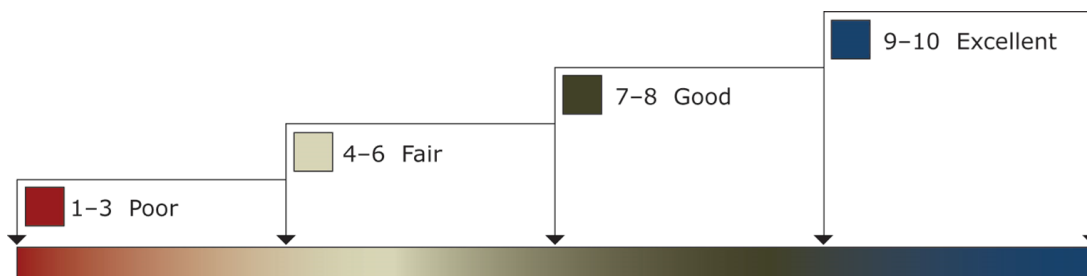
- Criterion 1: Price/Performance Value
- Criterion 2: Customer Purchase Experience
- Criterion 3: Customer Ownership Experience
- Criterion 4: Customer Service Experience
- Criterion 5: Brand Equity

Best Practices Award Analysis for Wipro

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.

<i>Measurement of 1-10 (1 = poor; 10 = excellent)</i>			
Company of the Year	Visionary Innovation & Performance	Customer Impact	Average Rating
Wipro	10	9	9.5
Competitor 1	8.4	8.0	8.2
Competitor 2	6.5	7.1	6.8

Visionary Innovation & Performance

Criterion 1: Competitive Differentiation

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: Growth 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.

Criterion 4: Customer Service Experience

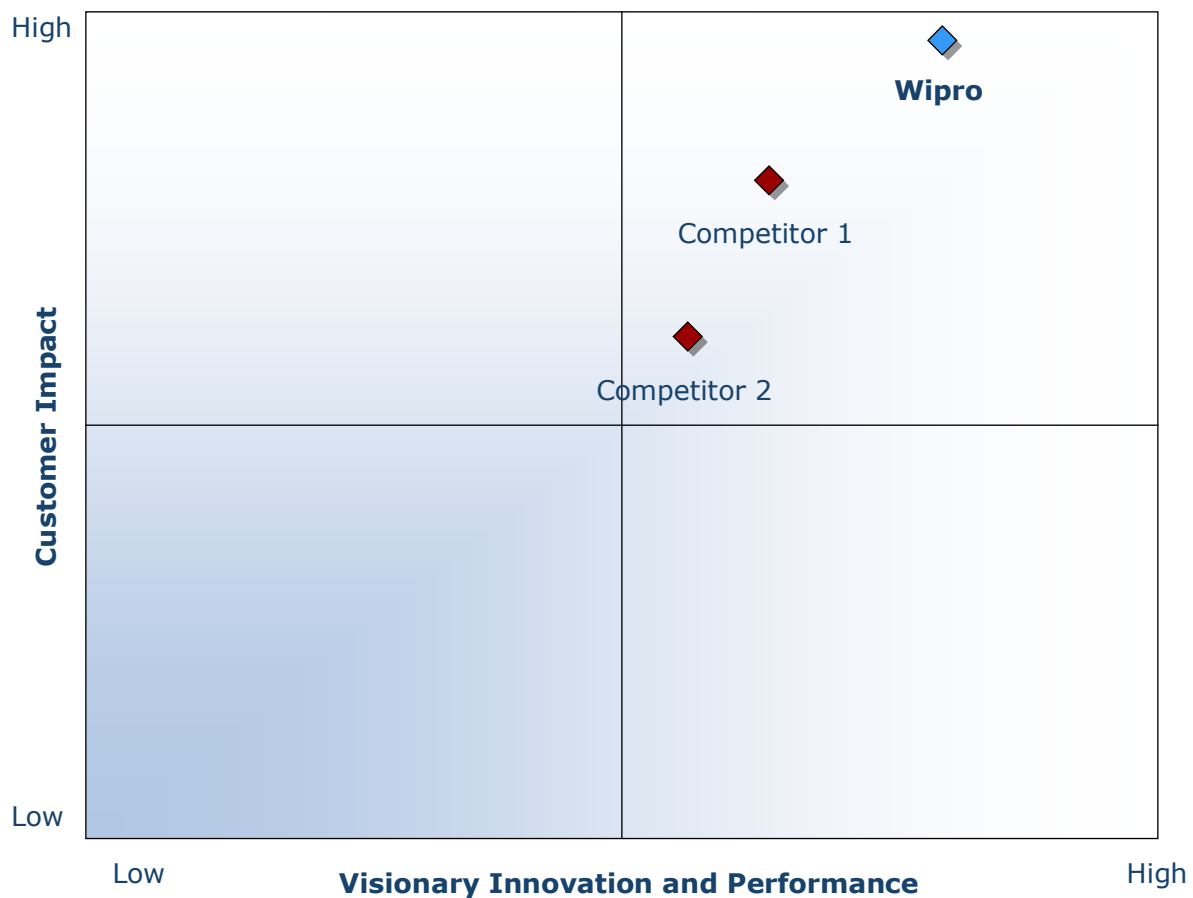
Requirement: Customer service is accessible, fast, stress-free, and of high quality.

Criterion 5: Brand Equity

Requirement: Customers have a positive view of the brand and exhibit high brand loyalty.

Decision Support Matrix

Once all companies have been evaluated according to the Decision Support Scorecard, analysts 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.



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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<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 practices 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 practices 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 practices criteria
9 Communicate recognition	Inform award recipient of 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 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>.