

FROST & SULLIVAN

COLT DATA CENTRE SERVICES

2022
CUSTOMER
VALUE
LEADER

GLOBAL
DATA CENTRE INFRASTRUCTURE
AND OPERATIONS INDUSTRY

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Colt Data Centre Services (Colt DCS) excels in many of the criteria in the data centre infrastructure and operations space.

AWARD CRITERIA	
Business Impact	Customer Impact
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

Match to Needs

Colt DCS firmly believes that understanding customer needs is at the centre of innovation and scalability;

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- Gautham Gnanajothi,
Global Research Director

this has led to long-standing ties with Colt DCS’s leading customers. Colt DCS’s proactive two-pronged approach towards addressing unmet market needs is highly commendable.

The first step in this approach involves tracking, studying, and understanding drivers of change that impact the current market dynamics and mega trends that will influence future market requirements. This provides the company with deep insights into market shifts. This is followed by a meticulously laid out structure to capture the customer needs that are driven by those market shifts. The company’s strategy to gain insights into market shifts is based on two key pillars: cognizance in customer location strategies and

operational aspects driven by technology evolution. The company has gone to great lengths to obtain a deep understanding of existing and prospective customer location strategies, while also accurately predicting their expansion plans. As a direct result, Colt DCS has acquired land parcels in highly targeted

locations to meet the needs of market. This includes new data centre construction in Osaka and Tokyo in Japan and Mumbai, India, London, Paris, and Frankfurt. On the other hand, it is intriguing to see the level of focus Colt DCS places to address market shifts driven by technology evolution. Consequently, some of the key areas targeted by Colt DCS to drive innovation from both technical and operational perspective include understanding the shift in power densities, quickly adapting design alongside the evolution of cooling technologies which has become even more of a priority in recent years due to climate change impact, sustainability, and cyber-security.

The second step in its two-pronged approach towards addressing unmet market needs is its customer needs identification process. This is orchestrated through a highly robust and multi-layered pre and post sales structure. Colt's learnings through customer interaction have been instrumental in its focus on outcomes. Its pre-sale strategy prioritizes collaboration, which involves translating customer requirements into a highly tailored and flexible built-to-suit design with the needed commercial framework. One of the impressive aspects of its post-sales process is its unique "continuous improvement mechanism" which ensures changing customer requirements and customer desires are captured and fed into its business process. This ultimately adds new avenues of value addition to its customers. Colt DCS also operates a highly disciplined customer portal and continues to evolve functionality and refreshed versions. The portal provides easy access to service requests supported by an experienced customer support team. Customers can rely on a virtual team to assist 24/7 and can anticipate an advanced level of service. The continuous flow of communication between Colt DCS and its clients has strengthened its overall business strategy. By attributing complete transparency to a given project cycle, Colt DCS offers a valuable lesson in client relationship building and ease of operation.

Colt DCS's rapid and successful expansion into the development and operation hyper scale data centres and plans for new markets across the world have familiarized the company with global trends. As a result, Colt DCS specializes in adapting and customizing solutions, while providing unmatched client services. Today, Colt DCS is a fast-adapting global company. In this context, social and economic shifts in the post-Covid economy have rendered information technology (IT) companies into rethinking their core values. Colt DCS has expanded its priorities within the organization from simply maintaining a high standard data centre, to becoming a sustainability market leader, as well as a system leader to enhance cyber security capabilities. Currently, Colt DCS is engaged in projects that will assess all its new technology to address sustainability benchmarks. The company's internal performance control governance system works with a 'customer scoring criteria' system to ensure all of Colt DCS's operations maintain a high level of customer satisfaction.

Excellence in Technology Leverage

Technological progress in a world already driven by automation implies adaptative solutions. Frost & Sullivan's findings reveal that while all scalable businesses will eventually use automation, the real challenge is for businesses to implement relevant applications to match solutions. Colt DCS demonstrates a clear understanding of such challenges and addresses them through its creative initiatives. Impeccable communication between Colt DCS, its customers, and the rest of the project stakeholders is an important component of the company's ability to offer outstanding customer experience. A primary success driver in this regard is its excellence in technology leverage. Amidst a looming global health crisis in 2020, Colt

DCS implemented the Cherwell Service Management platform to help customers manage critical infrastructure uptime, including an automated process that provided a sound communication system between stakeholders. The company has planned a phase 2 deployment of the Cherwell platform in the later part of 2022. This will mark the launch of its next generation customer portal which is expected to add further transparency and sophistication to the process; ultimately enhancing customer intimacy.

While customer experience and customer value form the core of Colt DCS's DNA, it is impressive to see the company's unwavering focus on its design and build functions. It constantly evaluates new technologies in an effort to stay ahead in the evolutionary curve. To that end, Colt DCS has implemented Autodesk BIM360 to further enhance collaboration, control and planning. The application provides individuals complete access to updated project plans, including creative tools to manage large-scale projects more efficiently. Colt DCS's additional creative features and functionalities use a combination of key technologies and best practices to manage customer data, contract compliance, and understanding and evolving telemetry demands. It is also noteworthy that the company has designed a next-generation customer service request portal and has introduced a series of full-time positions that are focused on customer transformation support. Some of the other best practice implementations to demonstrate Colt DCS's excellence in technology leverage include iPaaS, a bespoke, cloud-native platform that ensures accuracy and availability of customer and business data and Agiloft CLM, which is a proactive tool that simplifies management of customer contract compliance. Having produced high levels of engagement systems between clients, Colt DCS can now detect and mitigate critical, even externally influenced incidents, with remarkable ease. By possessing a stronghold in its operations through automation, and maintaining a diverse network of innovators, Colt DCS's solutions are a sophisticated merge between business intelligence and a socially grounded worldview.

Outstanding Customer Service & Ownership Experience

Colt DCS stands out among its competitors due to its proficiency in increasing a client's overall value throughout the life cycle. It is noteworthy that the company's net promoter score set a record in Asia for Q3, 2021, most recently approaching a global score of 61. It is impressive to see a constant improvement in the company's NPS over the past seven years; this is reflective of its meticulous efforts and initiatives aimed at enhancing customer experience and customer satisfaction. Colt DCS's excellence in customer service and ownership experience is underpinned by its core belief in empowering its customers with total flexibility and transparency with respect to operations and management. The company achieves this by implementing sustainable practices within each solution. Colt DCS has designed several customer benchmarking systems, including customer satisfaction surveys, a customer experience function, and a newly launched customer loyalty month engagement programme . As the organization experiences rapid growth, it has established capabilities to utilize customer learnings in all aspects of business growth. The result - a hyper scale data centre that is the most trusted and customer centric operator in the industry.

Colt DCS believes that being an organization that is big enough to deliver, yet small and agile enough to do business with has been critical in its growth journey. Its business objectives are closely aligned to bolstering customer relationships, where it strives to not only deliver on current customer needs, but also evolving focus areas such as sustainability and decarbonization. The company's customers also have the ability to reuse strategies and resume communication with Colt DCS to enter global markets through Colt

DCS's technical and customized recommendations. A long-term partnership with the customer is seamlessly facilitated at Colt DCS because of the company's ability to preserve its client's internal business processes with passion and ease.

Industry Leading Operational Efficiency

The proliferation of big data and standardization of sustainable practices in data centre services has caused a scramble among service providers to reimagine their operational strategies. In this climate, Colt

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DCS has gone above and beyond by further fine-tuning and perfecting its operational efficiency strategies and implementing robust supply chain policies and processes. The company also ensures that third-party suppliers are onboarded with due diligence and are subject to strict performance management criteria. Colt DCS's excellence in operational efficiency directly translates to value for its customers. Colt DCS remains a top choice for its customers due to its exceptional operational efficiency pertaining to critical aspects

such as power availability and uptime, temperature, and security management. Colt DCS has demonstrated a constant adherence to service level agreement contracts placed by its customers, resulting in a steady flow of repeat business.

A large responsibility of Colt DCS's performance control governance forum is to evaluate the operational efficiency of data centres facilitated by Colt DCS. The forum also generates related strategies to sustain high levels of performance. To achieve this, and to further advance the company's vision of delivering industry-leading customer centricity, voice of customer analysis is Colt DCS's most valuable tool. With a growing number of data centres across Europe and Asia, Colt DCS achieves continuous improvements through cross-learning and best practices implementation. Colt DCS has evolved from being a data centre operator that provides maintenance and support at high standards to a sophisticated technology partner that adds value in every step of the way, to the entirety of the operational process. For instance, the company proactively identified an opportunity to cut down energy usage and reduce operational cost for one of its customers and implemented a lighting reduction policy; given its sheer benefits, this is being rolled out to other sites as well. Other such key implementations include a waste to landfill initiative, which targets working to a zero waste to land fill; a security initiative to address an operational challenge pertaining to higher-than-average attrition rate of its security contractors; and a thermal management initiative to address the impact of increased temperature set points within its technical areas. Colt's excellence in operational efficiency is a boon to its customers.

Growth Strategy Excellence

Colt DCS has a tremendous growth potential over the coming years. The company's ability to pre-empt market shifts and profoundly understand customer needs, along with its deep-rooted technology expertise will be a key growth driver. In a fast-paced digital economy that is shrouded by automation, Colt DCS stands out by offering market leading solutions in a growing hyper scale market.

In a short amount of time, Colt DCS's short-term focus divested 11 regional 'edge' sites to AtlasEdge, entered Mumbai as one of its first foreign operators, and announced \$1 billion worth of development plans in Japan through a joint venture with Fidelity and Mitsui. Meanwhile, Colt DCS's long-term strategy centers on further expansion. The company's recent land purchases, including 10 parcels of land in Europe and Asia combined, have positioned Colt DCS to increase its portfolio to more than 1,000 megawatts by 2030. Driven by its ambition to explore new markets more efficiently, Colt DCS recently completed a global reference design document that standardizes the company's scope of work to external contractors, hence reducing delivery and design delays. Perhaps the biggest indicator of a promising future ahead is Colt DCS seeing most of its new business as repeat business from top customers. Colt DCS attributes this achievement to collaboration, an expert operations team, and a high level of service during any contract lifecycle. Colt DCS's ability to sustain through social and economic shifts of the past two decades in multiple regions is a tremendous success story, its learning is transferable to sectors beyond IT.

Human Capital

Colt DCS demonstrates a strong reverence for its human capital. Colt DCS's learnings from employee experiences and combined knowledge pool reflect directly on the company's customer experience, which reinforces the need for a customer centric mindset. Employees are measured annually at Colt DCS against service emphasis and personal objectives. Along with the pandemic, other industry challenges reiterated in Colt DCS is the need to look after its employees, including the shortage of viable candidates in the market. This realization resulted in the launch of several employee benefit programs based on employee surveys. The initiative includes salary and role benchmarking activities, an incentives and rewards program, and the launch of a learning and development program with a focus on progression and succession planning. In 2020, Colt DCS introduced wellbeing day, a quarterly paid day off dedicated to employees. With employee satisfaction realized as one of the company's key growth engines, Colt DCS is committed to retaining and attracting a diverse set of highly skilled employees.

Conclusion

The level of dedication and focus Colt DCS places on identifying market gaps, challenges, and pain points is unparalleled. The company has dedicated tremendous amount of time and resources to invigorate and bolster its operational and design capabilities in order to come up with solutions that address the current unmet market needs; it is also clearly positioned to handle anticipated future customer requirements that are driven by technology evolution. The foundational element of the company's ethos is to not simply offer high standards in operation and management, but rather deliver a truly holistic solution and substantial value to its customers at every stage. Frost & Sullivan firmly believes that this trait will be a crucial driver that further elevates Colt DCS's leadership position in the market.

For its strong overall performance, Colt DCS is recognized with Frost & Sullivan's 2022 Global Customer Value Leadership Award in the data centre infrastructure and operations industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Award recognizes the company that offers products or services customers find superior for the overall price, performance, and quality.

Best Practices Award Analysis

For the Customer Value Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

Financial Performance: Strong overall financial performance is achieved in terms of revenues, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Strategy Excellence: Company demonstrates an ability to consistently identify, prioritize, and pursue emerging growth opportunities

Human Capital: Commitment to quality and to customers characterize the company culture, which in turn enhances employee morale and retention

Customer Impact

Match to Needs: Customer needs directly influence and inspire the product portfolio's design and positioning.

Technology Leverage: Company is committed to incorporating leading-edge technologies into product/service offerings to enhance performance and value.

Product/Service Value: Products or services offer the best value for the price compared to similar market offerings

Customer Service Experience & Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service. Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

