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BEST PRACTICES
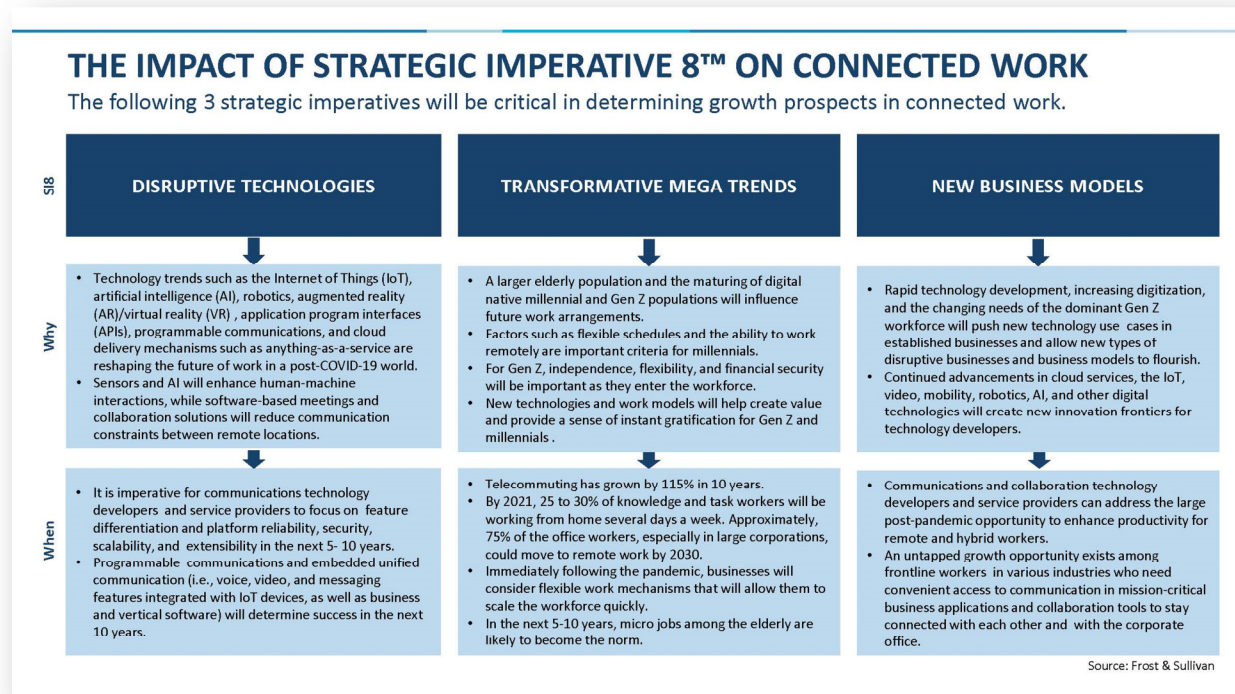
AWARDS

FROST & SULLIVAN

2020 BEST PRACTICES AWARD

3PILLAR GLOBAL

2020 GLOBAL DIGITAL PRODUCT DEVELOPMENT SERVICES ENTREPRENEURIAL COMPANY OF THE YEAR AWARD

Strategic Imperatives

Frost & Sullivan identifies three key strategic imperatives that impact the digital product development service market: disruptive technologies, transformative Mega Trends, and new business models. Every company that is competing in the digital product development services market is obligated to address these imperatives proactively; failing to do so will almost certainly lead to stagnation or decline. Successful companies overcome the challenges posed by these imperatives and leverage them to drive innovation and growth. Frost & Sullivan's recognition of 3Pillar Global is a reflection of how well it is performing against the backdrop of these imperatives.

THE IMPACT OF STRATEGIC IMPERATIVE 8™ ON CONNECTED WORK
The following 3 strategic imperatives will be critical in determining growth prospects in connected work.

DISRUPTIVE TECHNOLOGIES	TRANSFORMATIVE MEGA TRENDS	NEW BUSINESS MODELS
Why • Technology trends such as the Internet of Things (IoT), artificial intelligence (AI), robotics, augmented reality (AR)/virtual reality (VR) , application program interfaces (APIs), programmable communications, and cloud delivery mechanisms such as anything-as-a-service are reshaping the future of work in a post-COVID-19 world. • Sensors and AI will enhance human-machine interactions, while software-based meetings and collaboration solutions will reduce communication constraints between remote locations.	• A larger elderly population and the maturing of digital native millennial and Gen Z populations will influence future work arrangements. • Factors such as flexible schedules and the ability to work remotely are important criteria for millennials. • For Gen Z, independence, flexibility, and financial security will be important as they enter the workforce. • New technologies and work models will help create value and provide a sense of instant gratification for Gen Z and millennials .	• Rapid technology development, increasing digitization, and the changing needs of the dominant Gen Z workforce will push new technology use cases in established businesses and allow new types of disruptive businesses and business models to flourish. • Continued advancements in cloud services, the IoT, video, mobility, robotics, AI, and other digital technologies will create new innovation frontiers for technology developers.
When • It is imperative for communications technology developers and service providers to focus on feature differentiation and platform reliability, security, scalability, and extensibility in the next 5- 10 years. • Programmable communications and embedded unified communication (i.e., voice, video, and messaging features integrated with IoT devices, as well as business and vertical software) will determine success in the next 10 years.	• Telecommuting has grown by 115% in 10 years. • By 2021, 25 to 30% of knowledge and task workers will be working from home several days a week. Approximately, 75% of the office workers, especially in large corporations, could move to remote work by 2030. • Immediately following the pandemic, businesses will consider flexible work mechanisms that will allow them to scale the workforce quickly. • In the next 5-10 years, micro jobs among the elderly are likely to become the norm.	• Communications and collaboration technology developers and service providers can address the large post-pandemic opportunity to enhance productivity for remote and hybrid workers. • An untapped growth opportunity exists among frontline workers in various industries who need convenient access to communication in mission-critical business applications and collaboration tools to stay connected with each other and with the corporate office.

Source: Frost & Sullivan

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 companies. 3Pillar Global excels in many of the criteria in the digital product development service space.

AWARD CRITERIA

Entrepreneurial Innovation	Customer Impact
Market Disruption	Price/Performance Value
Competitive Differentiation	Customer Purchase Experience
Market Gaps	Customer Ownership Experience
Leadership Focus	Customer Service Experience
Passionate Persistence	Brand Equity

Entrepreneurial Innovation and Customer Impact of 3Pillar Global

Founded in 2006 and based in Fairfax, Virginia, United States (US), 3Pillar Global (3Pillar) builds software products that power digital businesses. Previously recognized by Frost & Sullivan for its competitive strategy and innovation leadership, the company partners with clients in their product development journeys to design revenue-generating digital experiences for end-customers. Combining its software and data engineering expertise across mobile, cloud, and disruptive technologies with specialized product strategy and management services, 3Pillar equips clients to grow revenue streams by co-innovating robust digital solutions.

Fundamental to 3Pillar's success is its unique product mindset methodology, leveraged by fully integrated cross-functional teams that drive everything they do, from ideation to ongoing evolution and operations. As such, 3Pillar delivers at any point in the product development journey, which provides a competitive advantage (as most competitors uphold a project mindset). By aligning and satisfying multiple stakeholders, from the product manager and product owner to the executive team, 3Pillar addresses current issues created by the proliferation of digital transformation, such as skilled workforce shortages, technology alignment, and employee roadblocks as well as organizational structure. One of 3Pillar's key strengths acknowledged by Frost & Sullivan is its expertise in guiding clients when incorporating digital products into their business structures that, ultimately, reshape industries. During the past year, 3Pillar has increased its output to 175 active products, delivered

"Leveraging its recent investment partnership with New York-based CIP Capital, 3Pillar Global embraces an aggressive growth strategy and reinforces its executive team. As 3Pillar Global expands its geographic presence and strengthens its global delivery capabilities through the Isthmus acquisition, the company also amplifies its industry focus to create more value and advance business outcomes for clients across multiple sectors."

- Riana Barnard, Best Practices Research Analyst

by 115 product teams, and 1,200 product professionals.

Strategic Investments Drive Accelerated Growth

3Pillar has consistently reported stellar year-over-year revenue growth of around 20% over the past several years; however, its recent investment partnership with CIP Capital, a New York-based private equity firm, enables the company to expand its business vigorously. 3Pillar is on track to increase its revenue growth by more than 50% in 2020 through organic and inorganic growth, aspiring to rise to the top of the highly-competitive and fragmented software service industry.

With its strategic acquisition of Isthmus Software, an innovative software development firm, 3Pillar strengthens its existing geographic reach across the US, India, and Romania and expands its global delivery capabilities. The addition of two offices in Costa Rica creates a vital presence in Latin America, while Isthmus's client base brings international brands (e.g., Walmart and VMware) to the portfolio that will further accelerate 3Pillar's progress. Isthmus's respected engineering and development talent aligns well with 3Pillar's dynamic team of innovation strategists to generate more depth and diversity in the offering. With these extended capabilities (i.e., the newly-acquired market-aligned technologies supported by a lean and agile approach), 3Pillar drives product outcomes more successfully. Moreover, 3Pillar reports that scheduled follow-on acquisitions in data engineering and data science will allow the company to create even more value for its clients in the future.

3Pillar added pivotal positions to its executive team, guiding the company through its rapid expansion as more and more businesses embrace digital transformation. David Sawatsky, joining the leadership team as a chief delivery officer, oversees and scales 3Pillar's service lines and delivery teams. According to 3Pillar, his undertaking is to stimulate growth and evolution by adding new offerings to the portfolio, such as management consulting and machine learning features. Furthermore, the company pays close attention to its internal systems, ensuring that it can scale and serve clients better and better. Lastly, Michael Detwiler has become the fourth member of 3Pillar's board of directors. With extensive experience in technological innovation and multiple business acquisitions under his belt, Detwiler is a resource that can help 3Pillar execute its vision by actively pursuing strategic mergers and acquisitions to deepen its client services in key industries.

> *"A purpose-led mindset inspires 3Pillar Global teams to make disciplined strategic choices, implement best practices, and build trust. Within a trust-based environment, information sharing leads to improved collaboration and innovation, which ultimately optimizes business outcomes."*
>
> *- Brent Iadarola, Vice President: ICT*

Prioritizing responsiveness to customer and client demands, 3Pillar scales its operations and accordingly enters new markets. On the back of its success with information-rich companies (such as The Daily Telegraph and LexisNexis), 3Pillar now extends its reach to the consumer retail sector. Apart from Tommy Hilfiger, an existing client, brands such as Walmart and L.L. Bean were part of the Isthmus acquisition. Since launching this initiative in January 2020, the company has seen tremendous growth as retail organizations transition from traditional companies to digital leaders. In response to the shift in consumer behavior accelerated by COVID-19, 3Pillar explicitly and successfully targets larger enterprises in new industries.

Deepening Differentiation to Drive Clients' Business Outcomes

Most software developer service providers apply input and output methods in organizations; however, 3Pillar differentiates itself by focusing on business outcomes, product innovation, and craftsmanship. With its unique product mindset, 3Pillar provides clients with customer-facing revenue-producing software, allowing them to sell and deliver services throughout the entire lifecycle. 3Pillar's holistic teams consist of mission-led craftspeople who make strategic choices and strengthen process discipline by implementing best practices, creating trust. Within a trust-based environment, information sharing leads to improved collaboration and innovation, which drives outstanding business results.

David DeWolf, CEO of 3Pillar, spends 35% of his time advancing a purpose-led mindset throughout the company. A leadership manifesto outlines what the company expects of employees, how they should act, motivate, and inspire others as mission-driven team members that always put the clients' business outcomes first. Leading by example, 3Pillar's executive team reinforces these values through internal learning and development programs and incorporates it in its organizational design.

Conclusion

As digital products and services reshape entire industries by generating new revenue sources and expanding horizons, 3Pillar Global supports businesses by guiding them on integrating digital products into their business structures. Combining its software and data engineering expertise across mobile, cloud, and disruptive technologies with specialized product strategy and management services, 3Pillar equips clients to grow revenue streams by co-innovating robust digital solutions. 3Pillar continues to pursue growth and evolution opportunities through an aggressive acquisition strategy, including the Isthmus transaction that creates more depth and diversity in its service offering. The company also successfully entered new markets. Purpose-led leadership turns 3Pillar Global's expert teams into mission-led craftspeople who make strategic choices, implement best practices, and build trust. Within a trust-based environment, information sharing leads to improved collaboration and innovation, this ultimately enables clients to achieve outstanding business results.

For its innovative and robust growth plan, rigorous implementation rounded off with excellence in leadership, 3Pillar Global is recognized with Frost & Sullivan's 2020 Global Entrepreneurial Company of the Year Award in the digital product development service market.

What You Need to Know about the Entrepreneurial Company of the Year Recognition

Frost & Sullivan's Entrepreneurial Company of the Year Award recognizes the best up-and-coming, potentially disruptive market participant.

Best Practices Award Analysis

For the Entrepreneurial Company of the Year Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Entrepreneurial Innovation

Market Disruption: Innovative new solutions have a genuine potential to disrupt the market, render current solutions obsolete, and shake up competition

Competitive Differentiation: Strong competitive market differentiators created through a deep understanding of current and emerging competition

Market Gaps: Solution satisfies the needs and opportunities that exist between customers' desired outcomes and their current market solutions

Leadership Focus: Company focuses on building a leadership position in core markets and on creating stiff barriers to entry for new competitors

Passionate Persistence: Tenacity enables the pursuit and achievement of seemingly insurmountable industry obstacles

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

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 Experience: Customer service is accessible, fast, stress-free, and high quality

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

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at http://www.frost.com.

The Growth Pipeline Engine™

Frost & Sullivan's proprietary model to systematically create on-going growth opportunities and strategies for our clients is fuelled by the Innovation Generator™. Learn more.

Key Impacts:

- **Growth Pipeline:** *Continuous flow of Growth opportunities*
- **Growth Strategies:** *Proven Best Practices*
- **Innovation Culture:** *Optimized Customer Experience*
- **ROI & Margin:** *Implementation Excellence*
- **Transformational Growth:** *Industry Leadership*

The Innovation Generator™

Our six analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives. Learn more.

Analytical Perspectives:

- Mega Trend (MT)
- Business Model (BM)
- Technology (TE)
- Industries (IN)
- Customer (CU)
- Geographies (GE)