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COMPANY OF THE YEAR

Driving impact across the customer value chain

*RECOGNIZED FOR BEST PRACTICES IN THE
APAC OSS/BSS INDUSTRY*

F R O S T & S U L L I V A N

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Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Netcracker Technology excels in many of the criteria in the OSS/BSS space.

RECOGNITION CRITERIA	
Visionary Innovation & Performance	Customer Impact
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Megatrends	Customer Purchase Experience
Leadership Focus	Customer Ownership Experience
Best Practices Implementation	Customer Service Experience
Financial Performance	Brand Equity

Addressing Unmet Needs

Within the telecom industry, Netcracker Technology continues to excel at developing visionary and innovative products that help communications service providers (CSPs) with their digital transformation and operational efficiency efforts and achieve profitable growth in highly competitive markets.

In the Asia-Pacific (APAC) region, the company is a proven technology partner to CSPs, cable operators, satellite operators, and other non-telco companies. As a wholly owned subsidiary of NEC Corporation in

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-Mei Lee QUAH,
Senior Director, ICT Research

Japan, Netcracker Technology brings knowledge and best practices from other vertical industries, such as smart cities, public safety, and enterprise IT, inspiring new ideas and innovation in the telecom industry. It also offers expansion opportunities for CSPs that want to scale in new markets beyond connectivity. By strategically collaborating with NEC, companies enhance their ability to innovate and deliver cutting-edge solutions. This creates new opportunities by

enabling access to new segments (e.g., B2B and B2B2X), as well as new markets in other verticals, including IoT, healthcare, and smart cities, to deliver tailored and localized solutions that can boost profitable growth.

Netcracker Technology effectively addresses key customer challenges in APAC, such as driving revenue growth, monetization (including monetizing heavy investments in 5G infrastructure), customer experience, operational efficiency, and agility. Growth and monetization aspects, in particular, are

addressed with platform-based business models that harness existing relationships and solutions within partner ecosystems and digital marketplaces, network API exposure that enables new business models (such as telco as a platform), dynamic network slicing that offers enhanced customer experiences, and seamless omnichannel engagement through unified CRM, billing, and service orchestration layers. The company empowers CSPs to grow revenue, enhance customer loyalty, and operate with greater agility and efficiency, thus positioning them for long-term success.

Customer-centric digital experiences to address increasing customer expectations are enabled by new and innovative tools to differentiate and deliver superior digital experiences. The company embeds AI and Gen AI into customer journeys to offer dynamic personalization, virtual assistants, and proactive care. Real-time data and behavioral insights are used to dynamically adapt user interfaces, offers, and service experiences across all channels. Netcracker Technology's proactive care strategies help CSPs reduce churn and improve customer retention with real-time insights that enhance sales processes and customer retention activities. Furthermore, the company evolves ecosystem-led loyalty programs by integrating partner services and gamified rewards into everyday customer interactions to ensure customers receive the rewards and benefits they deserve, which improves customer retention by keeping customers engaged and satisfied.

Operational efficiency and agility to address increasing complexity, cost pressures, and the need for faster service delivery, despite the lack of sufficient automation and modularity in network architecture, are enabled by autonomous operations through intent-based orchestration, AI-driven assurance, and closed-loop automation. This approach leverages open, cloud-native, and secure platforms that integrate legacy and modern systems, ensuring flexibility and future-readiness. Aspects of sustainability are incorporated by optimizing energy consumption and enabling autonomous network management. In addition, advanced analytics and Gen AI are embedded into OSS/BSS to automate decision-making, predict trends, optimize operations, and reduce costs.

Visionary Scenarios Through Megatrends

Netcracker Technology leverages megatrends such as AI and analytics, along with visionary leadership in the telecom industry, which is transitioning to autonomous networks and technology companies, or TechCos, to accelerate transformational growth for customers. The company effectively achieves this, as evidenced by high customer satisfaction with its AI and Gen AI solutions, service design and monetization capabilities, improved customer experiences, and comprehensive support services. Leveraging AI as a megatrend, the company offers unified AI/ML and data analytics solutions to remove silos, link technology to business outcomes, and empower business users with actionable insights, thereby enhancing decision-making, responsiveness, and efficiency. Its focus on CSP-specific data and secure AI interactions sets it apart from close competitors in delivering highly relevant and context-aware AI solutions. As an example of AI usage, through centralized data management and advanced analytics, Netcracker Technology helps Vodafone Oman identify value-driven use cases that meet business KPIs and enable business entities and external parties to access actionable insights through self-service analytics.

Moreover, Netcracker Technology helps CSPs achieve network autonomy and reduce human intervention by focusing on enhancing intent-based automation, closed-loop assurance, and AI-driven domain- and cross-domain orchestration. By enabling seamless service interaction, increased resilience, and efficiency, the company is taking CSPs a step closer to achieving the self-x capabilities required to support higher

value-added use cases. To achieve autonomous networking goals, CSPs embark on OSS/operations transformation with Netcracker Technology to leverage open digital architecture (ODA)-aligned architecture, intent-based service orchestration, real-time inventory, AI-driven assurance, and open API exposure. By increasing efficiency and removing bottlenecks, CSPs can respond much faster to changes in technical and market requirements across the business, making them more sustainable and resilient. In APAC, Globe Telecom and Ooredoo Hutchison achieved 99% automated order-to-action flow. With service and network automation from Netcracker Technology providing improved network performance

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(e.g., through support for mission-critical processes such as order fulfillment, fallout management, service quality, proactive monitoring and performance management, and seamless digital experiences), Globe Telecom improved its operational efficiency, resulting in faster issue resolution, improved order processing time, and lower platform costs to better serve its customers.

In the transition to TechCo, the company helps CSPs participate in the digital services value chain and reduce dependency on connectivity as a source of revenue by building cloud-native, API-first platforms

that can rapidly onboard partner ecosystems, launch B2B2X services, and monetize digital offerings in non-telco markets. Etisalat by e& is shifting to a TechCo model using Netcracker’s cloud BSS to launch new digital services across vertical industries such as fintech, gaming, and smart homes, primarily due to its ability to support complex partner ecosystems and accelerate the speed of time to market (TTM) for co-created service offerings, particularly with its tools for catalog-driven fulfillment, Gen AI-powered care, and ecosystem automation. In APAC, Rakuten Mobile achieved 96% faster customer onboarding and a mere 3-week TTM for new idea commercialization.

Leadership Focus

Netcracker Technology proactively creates demand to strengthen market leadership by combining innovation, customer collaboration, and contributions to industry initiatives to help CSPs grow beyond connectivity, unlock new revenue, and improve customer experiences. To this end, the company develops solutions to tap new opportunities (e.g., B2B2X ecosystems, network as a service [NaaS] or network exposure, and multi-dimensional connectivity services), and it invests in advanced technologies such as agentic and explainable AI, digital twins, and sustainable automation. With dedicated R&D, the company is often the first to adopt, integrate, and operate groundbreaking technologies, helping customers stay ahead of the curve. By co-developing innovations with leading CSPs and maintaining consultative partnerships that align product roadmaps with customer goals, Netcracker Technology is uniquely positioned at the forefront of industry innovation.

The company enables secure cloud adoption with low-code/no-code (LCNC) tools, robust cybersecurity, API-driven automation for flexible, secure cloud-neutral ecosystems, and professional services to advise and assist on CSPs’ cloud strategies. Its cloud platform carefully balances the scalability and security of cloud-based infrastructure with compliance, talent, and culture requirements to address CSPs’ needs.

Nuuday selected Netcracker Technology's OSS/BSS hosted on Microsoft Azure to unify operations across 9 brands, enabling intelligent digital customer experiences and facilitating service fulfillment and assurance. Netcracker Technology's Digital Platform, a key component of its Digital Transformation (DX) portfolio, leverages the cloud platform as the underlying infrastructure to help CSPs, such as Nuuday, accelerate their transformation process and realize new monetization opportunities (e.g., with immersive experiences). By embracing customer journeys that focus on integrating AI across its DX portfolio to enable real-time, context-aware personalization, seamless omnichannel customer journeys, and immersive digital experiences, CSPs can strengthen customer relationships, drive loyalty, and create digital differentiation. A full suite of digital pre-integrated solutions, precise delivery, and extensive expertise helped Zain KSA improve customer experiences and deliver innovative 5G products for rapid and sustainable business growth.

Financial Performance

Amidst a challenging 2024, where most global competitors operating in APAC made marginal global profits of 0.8%-2.4% or losses between 5.58% and 8.87%, Netcracker Technology's global revenue increased by 5.56% year-over-year (YoY), and orders grew by more than 18% from 2023 to 2024. By region, all market participants, including Netcracker Technology, experienced differences in market performance, which collectively contributed to overall global performance. Within APAC, most, if not all, market participants faced challenges with driving growth. However, Netcracker Technology's revenue from APAC accounted for 30.9% of the global revenue, driven by successful projects with existing customers, including leading CSPs such as Maxis, Singtel, KDDI, Rakuten Mobile, Optus, Globe Telecom, Indosat Ooredoo Hutchison, and Yes.

Though the company faced a challenging environment due to regional economic factors, which competitors also faced, it managed to maintain a recurring revenue rate of about 68% from the APAC region, similar to 2022 levels, by striking a balance between driving revenue growth and maximizing operating margins. Netcracker Technology's wide reach among leading CSPs in APAC helped. Its status as a trusted technology partner in the region, due to its ability to deliver complex projects on time and within budget, played a part as well. As a result, Netcracker Technology remains a significant contributor to NEC's telecom business stream.

Price/Performance Value

Netcracker Technology's fundamental value proposition is a core focus on telecom, complex automation cases, expansion into non-telco markets, and rapid deployment of solutions. The company targets complex automation cases, such as B2B/B2B2X, multi-dimensional and on-demand networks (MDN), and other advanced scenarios that are underserved or unsupported by competitors. The company fosters board-level partnerships and buy-ins across entire CSP organizations to ensure strategic alignment, faster decision-making, and long-term success.

Netcracker Technology offers flexible pricing, modular OSS/BSS suites, comprehensive professional services, and proven methodologies for successful outcomes. The company's adaptable engagement and business models meet diverse customer needs and evolve with the market to ensure the best value and maintain accessibility of solutions. Its comprehensive solutions are built around 4 core pillars to deliver measurable business value and continuous KPI improvement: KPI-driven value realization, rich out-of-the-box capabilities, an MVP-focused delivery model, and a dedicated center of excellence (CoE). Netcracker

Technology prioritizes close collaboration, transparency, and ongoing communication to tailor solutions that align with each customer's unique goals.

The company's modular OSS/BSS suite is designed to deliver maximum flexibility and cost-efficiency through modern microservices-based architecture and open APIs. This enables full decomposability, allowing customers to select and deploy only the specific modules they need, integrate seamlessly with third-party systems, and evolve at their own pace. At the same time, all components are pre-integrated on a common, cloud-native platform, ensuring consistent data flows, unified user experiences, and accelerated time to value. This dual advantage, that is, modular flexibility with out-of-the-box (OOB) integration, empowers CSPs to align solution scope and investment with business priorities, achieving the best possible price/performance value. The company's OOB blueprint allows CSPs to deploy solutions in a number of weeks—up to 5x–10x faster than the industry average.

Professional service offerings span the full life cycle of OSS/BSS transformation—from strategic consulting and solution design to implementation, optimization, and managed services. This end-to-end portfolio ensures that customers receive expert guidance and hands-on support at every stage of their journey. In addition, Netcracker Technology offers flexible engagement models that allow customers to choose how responsibilities are shared, whether they prefer full outsourcing, a collaborative build-operate-transfer (BOT) model, or selective involvement in areas where they want to retain control. This adaptability ensures that each customer can structure the partnership in a way that best aligns with their internal capabilities, strategic goals, and desired pace of transformation.

Flexible pricing and deployment models support a wide range of commercial needs—from license-based, SaaS, and outcome-based models to revenue sharing, data sponsorship, pay-as-you-go, and tiered pricing. Post-deployment, the company offers scalable support options, including L3/L4 support, managed services, BOT models, and CoEs, which are all clearly defined operating cost structures. The multi-cloud pricing model accommodates private, public, and hybrid environments, helping CSPs optimize performance, security, and regulatory compliance. Netcracker Technology supports various commercial frameworks, including SLA/KPI-based agreements, fixed-price engagements, and usage-driven pricing, enabling customers to align costs directly with service consumption and scale seamlessly with evolving needs. To address advanced use cases, the company offers tailored pricing models for AI and Gen AI technologies, which include usage-based models, per-conversation pricing for interactive agents, and tiered subscriptions for predictable access to AI capabilities.

Brand Equity

Netcracker Technology has strong branding in the OSS/BSS industry in APAC. By aligning branding with consistent quality and thought leadership, the company has established a competitive edge that drives revenue growth and enhances profitability. It aligns with NEC on commitment to innovation, customer centricity, and employee satisfaction, which are linked to long-term growth and success. Moreover, it has built its reputation as a recognized and trusted brand in the telecom and digital services industries for delivering consistent and reliable outcomes to customers. A focus on cutting-edge technologies, such as AI, automation, and digital transformation, has helped Netcracker Technology drive customer acquisition and retain long-term partnerships, thus leading to increased revenue through repeat business and market expansion. The long-term trust and customer loyalty the company enjoys drive higher-value contracts. It has earned numerous industry awards and recognitions, including awards for Most Innovative

Automation Product, validating the innovation, reliability, expertise, and commitment that define it and reinforce its brand reputation.

Product innovation supports differentiation and consistently delivers market-leading capabilities for customers. Flexible, modular, and cloud-native solutions integrate seamlessly through open APIs to allow customers to select best-fit components while driving agility and competitiveness. This flexibility allows customers to adopt only what they need, building trust and encouraging long-term partnerships based on consistent value delivery. Netcracker Technology focuses on striking the right balance between cutting-edge innovation and practical functionality, ensuring that solutions inspire and deliver tangible business success for customers. Customers are at the core of the company's strategy and execution, ensuring innovation aligns with customer business priorities and delivering measurable value for customers, whether addressing tactical needs or strategic initiatives. This ensures the end-to-end customer experience remains consistent throughout the engagement, regardless of project complexity. Moreover, the company takes customer feedback seriously and moves swiftly to improve. Its high customer satisfaction, compared with its peers in the region, is truly commendable.

Netcracker Technology's strategy is to maximize its addressable market by combining global reach with regional specialization and technology innovation that focuses on delivering immediate, medium-, and long-term strategic business value in the rapidly evolving digital market. Powered by top-tier talent and a culture of continuous professional growth, the company is well-equipped to deliver high-quality results even in the most challenging environments. Its workforce is stable and reliable, leaving no doubt in customers' minds that it can deliver the project satisfactorily, on time, and within budget. The team's commitment to innovation and delivery excellence has helped maintain a consistent track record of successful large-scale transformations. As a result, the company is able to reap benefits from the nearly 30 years' proven track record in transforming CSP networks into revenue-generating assets and drive growth and profitability well into the future.

Conclusion

Netcracker Technology is a proven technology partner that leverages all within its means, including its innovative solutions that are at the forefront of industry innovation, to put CSPs on the route to achieving business goals and long-term success. The company's value proposition is a core focus on telecom, complex automation cases, expansion into non-telco markets, and rapid deployment of solutions. It has established a competitive edge that drives revenue growth and enhances profitability even during challenging years.

With its strong overall performance, Netcracker Technology earns Frost & Sullivan's 2025 APAC Company of the Year Recognition in the OSS/BSS industry.

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

Frost & Sullivan's Company of the Year Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

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

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends: Long-range scenarios are incorporated into the innovation strategy by leveraging mega trends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

VALUE IMPACT			
STEP		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

