

FROST & SULLIVAN
BEST PRACTICES



2026

ASIA-PACIFIC
MISSION-CRITICAL
COMMUNICATIONS

**CUSTOMER VALUE
LEADERSHIP**



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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. Mitel excels in many of the criteria in the mission-critical communications space.

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

The Transformation of the Mission-Critical Communications Industry

The Asia-Pacific market for mission-critical communications is reshaping under pressures that have no parallel elsewhere. Geopolitical volatility has pushed buyers to reassess dependence on cloud infrastructure. Data sovereignty, once a matter of national borders, is now being defined at the organizational and divisional level. Across healthcare, government, and financial services, on-premises investment intent shows no sign of erosion, driven by operational resilience requirements and regulatory obligations that cloud-first architectures have yet to fully address.

Demand is geographically concentrated but structurally uneven in the Asia-Pacific. Across the region's most advanced markets, sovereign communications requirements are becoming increasingly specific, and vendors qualify based on security credentials and proven deployment records before commercial terms are considered. Across high-growth emerging economies, governments and enterprises are investing in foundational public safety and citizen communications infrastructure that will shape operating architectures for decades. In both contexts, the vendors that meet qualification thresholds early hold a durable competitive advantage.

The most consequential shift is in what communications infrastructure protects. Organizations increasingly recognize people—field operatives, emergency responders, and civilian populations—as assets requiring real-time safety management. The focus has moved beyond data residency to understanding where people are, the risks they face, and whether information reaches the right responders precisely enough to prevent harm without triggering wider disruption. This shift demands a

platform combining telephony, alarm management, dispatch orchestration, and workflow automation in a single native stack.

Built for the Cost of Failure

In the mission-critical communications segment, the price/performance calculus operates on different terms than in commercial enterprise technology. Buyers do not optimize for cost per seat, feature-to-price ratios, or three-year total cost of ownership models. Instead, they optimize for the cost of failure—the operational, reputational, and human consequences of a platform that does not perform when

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Sr. Industry Director, ICT – APAC**

performance is most demanded.

The performance foundation is the MiVoice platform, which delivers carrier-class reliability with 99.999% uptime, supports up to 100,000 registered endpoints per node, and guarantees 100% failover for both users and call load without loss of active calls or billing records during failure events. For organizations operating public safety dispatch centers, hospital emergency coordination networks, or financial trading floors, this reliability profile directly translates into quantifiable risk reduction that lower-cost alternatives cannot credibly replicate after rigorous technical evaluation.

Ensuring that the level of performance across Asia-Pacific's highly heterogeneous market landscape reflects a strategic choice. Procurement structures vary widely, ranging from large government infrastructure programs conducted through technically weighted reverse auctions to enterprise deployments mediated through specialist channel partners operating on long investment cycles. Mitel's go-to-market model accommodates both, combining partner-led fulfillment calibrated to regional pricing realities and direct managed services delivery for sovereign and security-sensitive accounts. The same platform and performance standard reach customers through paths shaped by buyer context rather than vendor preference.

Investment protection completes the value case. Mitel maintains backward compatibility with TDM-based device infrastructure, an active requirement in a meaningful subset of government and defense-adjacent accounts across the region. This compatibility is an architectural decision that extends the productive life of existing investments while preserving modernization pathways. Combined with the open-standards Common Communications Framework, which allows incremental adoption of cloud-linked capabilities, AI tools, and new integration partners, Mitel offers performance continuity across the full arc of customer technology life cycle.

Earning the Right to Compete

Mitel enters procurement conversations that most vendors cannot reach. In government, public safety, and regulated industry procurement across the Asia-Pacific, the qualification sequence is inverted: technical merit, security posture, and execution capability receive approval before commercial evaluation begins. Mitel has aligned its entire engagement model to this reality and has done that alignment consistently enough to establish a track record rather than a stated posture.

That track record is built on a compliance infrastructure that Mitel has institutionalized rather than assembled on demand. Quarterly vulnerability assessment and penetration testing cycles, secure code review declarations, and detailed security audit documentation are standard practice across large account engagements. The same compliance posture, developed and proven across the Asia-Pacific, extends under unified regional leadership into the Middle East, where the qualification bar is often more stringent. For buyers accountable for public safety infrastructure integrity or regulated financial communications, a vendor already operating at this standard is a categorically different proposition from one adapting under commercial pressure.

Mitel’s specialist channel community provides its strongest purchase experience advantage. These partners extend beyond traditional resellers, offering expertise in CAD system integration, emergency response platform deployment, GIS layer connectivity, and jurisdiction-specific regulatory compliance. They enable access to procurement environments structurally inaccessible through direct vendor outreach. In a segment where commercial conversations begin only after technical qualification, Mitel's established qualification provides a durable entry advantage that competitors cannot quickly replicate.

Modernization Without Surrender

Mitel's critical communications portfolio is structured to address each phase of the event response lifecycle, from initial detection through enterprise-wide incident management. OpenScape Alarm Response (OSCAR) operates at the detection and escalation layer, automatically routing critical alarms

Mitel's critical communications portfolio delivers structured coverage across the full incident response lifecycle — from site-level alarm routing and mass notification to command-layer orchestration and post-event analysis — a depth few vendors have consistently achieved within a single portfolio.

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(from nurse calls, fire systems, and IoT sensors) to the relevant mobile staff in under 60 seconds through automated workflows. Mitel Revolution extends response reach across physical environments, delivering simultaneous notifications to thousands of endpoints by leveraging existing infrastructure. For command, dispatch, and high-stakes operations environments where operators must manage hundreds of simultaneous communication channels on a single interface, Mitel Xpert provides the multi-line orchestration infrastructure that time-critical coordination demands. Mitel’s critical communications portfolio closes the lifecycle by providing

early risk detection, automated alerting, coordinated response, and post-event analysis within a single cloud-native environment. Together, these solutions form a structured mission-critical communications stack that transitions from site-level alarm management to enterprise incident orchestration, a depth of coverage that few vendors have consistently delivered within a single portfolio.

Mitel's ownership proposition rests on a track record of continuity that few vendors in any technology category match. The MiVoice platform has maintained performance continuity across the Asia-Pacific through multiple technology cycles. For customers whose operations cannot absorb downtime, that operational stability serves as the primary ownership credential.

Mitel Edge, introduced in March 2026, extends that foundation into a distributed, cloud-linked architecture with local call control, survivability, and edge-level workflow routing. It addresses a limitation

that cloud-native vendors cannot address: enabling AI-driven operational intelligence without migrating the communications backbone to a multitenant environment that the regulatory frameworks or organizational risk postures may prohibit. The Common Communications Framework reinforces this approach by spanning on-premises, partner-hosted, customer-hosted, and dedicated cloud instances under a single policy and identity layer, ensuring the deployment model evolves without governance fragmentation.

Mitel Workflow Studio translates platform architecture into operational impact. Workflow Studio is Mitel's advanced integration platform, designed to simplify the creation and management of communication workflows and connect them to business processes. It facilitates integrations between Mitel solutions and third-party applications — through a low-code / no-code environment that brings together voice, messaging, APIs, and third-party integrations in a single visual designer.

Pre-built integrations with platforms like Microsoft, Google, Salesforce, Jira, Slack, and Twilio mean organizations can connect communication events and critical communications to the systems that already run their operations. Workflow Studio also reinforces Mitel's AI readiness by integrating with major GenAI providers, enabling smarter business processes.

Data sovereignty in the Asia-Pacific is moving faster than formal regulation, moving from country-level localization toward intra-organizational compartmentalization and, in some environments, communications isolation between divisions. Mitel's architecture aligns with this trajectory. Its Bangalore facility, employing approximately 1,500 professionals producing core application engineering for the platform, anchors platform development in the regulatory, commercial, and integration realities of the markets it serves.

When the Stakes Are Lives, Not Contracts

Service continuity in mission-critical communications is an operational imperative, not a contractual metric. Organizations within Mitel's managed services portfolio—fire departments, police dispatch centers, water utilities, electricity network operators across MEA and the Asia-Pacific—run infrastructure where service gap carries consequences no contract clause can mitigate. Mitel has structured its service delivery model around this reality rather than adapting a commercial enterprise framework.

The foundation is a managed services team of over 120 specialists based in Pune, supported by global delivery centers providing round-the-clock coverage. Mitel differentiates its service model through direct delivery capability for accounts where channel-mediated escalation is insufficient. Sovereign government clients, high-security public safety organizations, and life-safety infrastructure operators receive direct vendor access with the accountability their environments demand. Mitel deploys this capability carefully, preserving channel relationships and specialist expertise that remain the primary delivery vehicle across the broader APAC market.

The service relationship most clearly demonstrates continuity from purchase engagement to ongoing partnership. The security assurance practices defined by Mitel's pre-engagement process continue beyond contract signature. Quarterly vulnerability assessments and penetration testing, secure code review declarations, and findings remediation management continue as an active cadence throughout the service relationship. For government and regulated industries buyers, ongoing assurance has become a contractual baseline rather than a project commissioned in response to a specific risk event. Mitel has

institutionalized these practices across its large account base without individual prompting, reflecting a service orientation built for the segment.

The active development of a security-as-a-service offering signals anticipated demand evolution. As large critical network customers increasingly treat security posture management as a continuous discipline rather than a periodic exercise, vendors best placed to deliver that capability as a managed service—supported by established infrastructure, expertise, and existing assurance relationships—gain a meaningful competitive advantage.

The Trust That Cannot Be Named

Mitel's brand equity in the Asia-Pacific mission-critical communications market is built in the segment's most demanding procurement environments, those structured around sovereign-grade security standards, carrier-class reliability under operational scrutiny, and sustained performance across life-safety and citizen-scale demands. Earning and retaining a position in these environments requires technical qualification depth, compliance maturity, and a deployment track record accumulated over years rather than sales cycles. The fact that many customers cannot be named reflects the sensitivity of the infrastructure Mitel is trusted to run at this level.

The qualification threshold these environments impose eliminates most vendors before commercial conversations begin. Mitel's sustained operation within them, at citizen scale, across successive technical qualification cycles and extended deployment periods, is a more compelling brand signal than published case studies. Trust at this level is not declared; it is demonstrated through continued presence in environments where the cost of misplaced confidence is measured in public safety outcomes, not service credits.

That trust, accumulated over successive qualification cycles and extended deployment periods, extends into the channel community Mitel has built across the Asia-Pacific. Specialist integrators delivering mission-critical communications infrastructure have built their own market standing in part around Mitel certification and platform expertise. Their market credibility is invested in the platform's continued strength, creating loyalty that goes beyond commercial incentive programs. The 2025 Frost & Sullivan Enabling Technology Leadership recognition in the European mission-critical communications market adds independent confirmation that Mitel's differentiation in high-stakes environments holds across geographies.

Conclusion

In a market reshaped by geopolitical volatility, the redefinition of data sovereignty, and the emergence of people as organizational assets requiring real-time safety management, the leading vendor is not the one that responds fastest to these shifts but the one that has been building for them consistently over decades.

Mitel's recognition in the Asia-Pacific mission-critical communications market reflects this position: a company whose platform, people, and commercial architecture were designed for the conditions the market is now beginning to recognize. As regional governments and enterprises accelerate investment in communications infrastructure where the stakes are measured in lives and sovereign security rather than commercial continuity, Mitel's position as a trusted and proven partner in that infrastructure stands clearly established.

With its strong overall performance, Mitel earns Frost & Sullivan's 2026 Asia-Pacific Customer Value Leadership Recognition in the mission-critical communications industry.

What You Need to Know about the Customer Value Leadership Recognition

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

Best Practices Recognition Analysis

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

Business Impact

Financial Performance: Strong overall business performance is achieved in terms of revenue, 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 Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Leveraging innovative technology characterizes the company culture, which enhances employee morale and retention

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.

STEP		VALUE IMPACT	
		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

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 Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fueled 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 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

