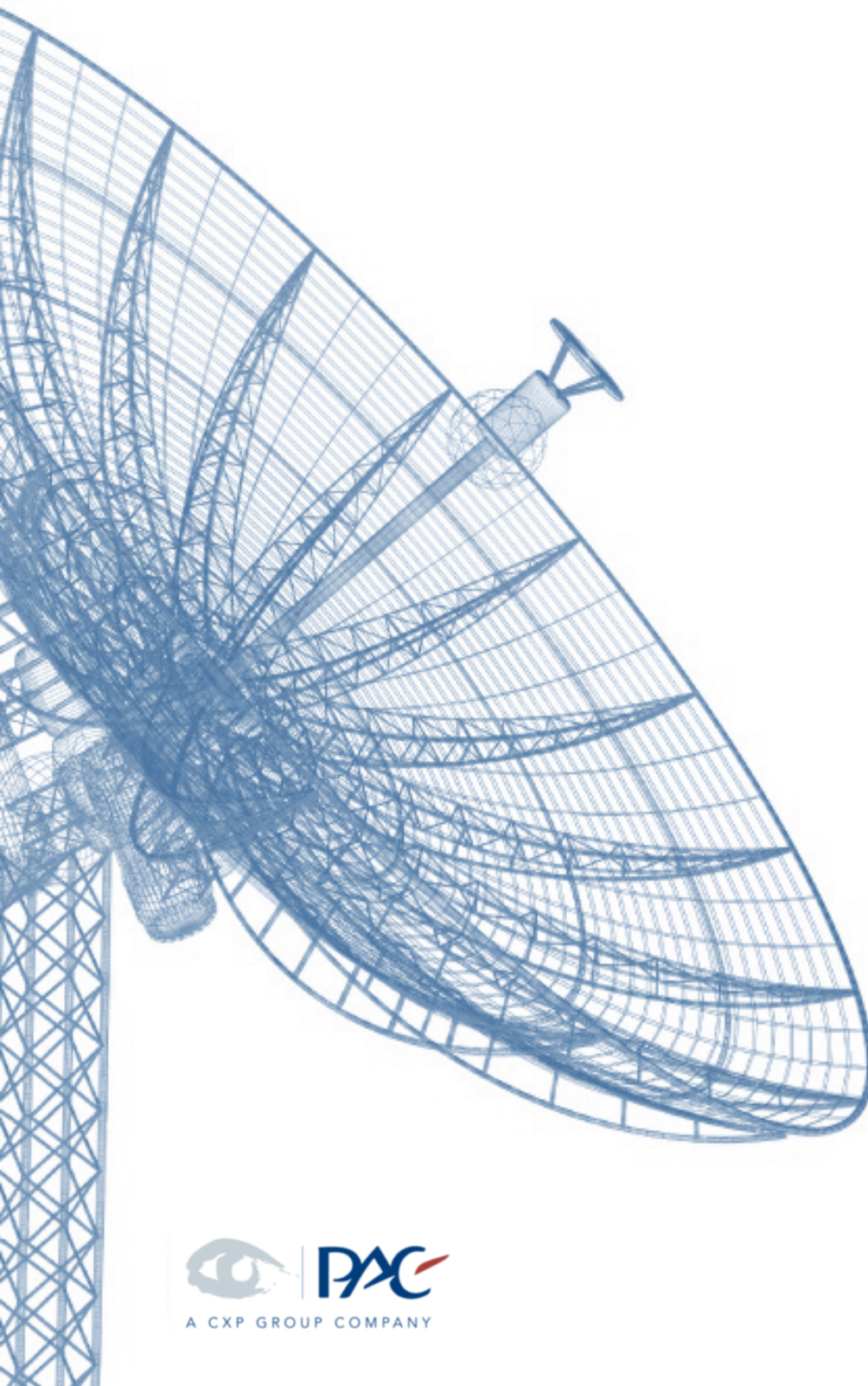


PAC RADAR

ICT Supplier Assessment from PAC



PAC RADAR the concept

What is the PAC RADAR?

The PAC RADAR by Pierre Audoin Consultants (PAC) is an effective tool for the holistic evaluation and visual positioning of ICT services providers on local markets.

Numerous ICT and business decision makers in user companies of all industries and company sizes rely on the PAC RADAR when selecting their partners and developing their sourcing strategies.

With the help of pre-defined criteria, PAC evaluates and compares the providers' performance and competencies as well as revenue scope, development and market share within specific services segments.

Each PAC RADAR focuses on a selected ICT services segment.

Participation in the PAC RADAR is free of charge.

All providers are evaluated using PAC's proven methodology, which is based on personal face-to-face interviews, a detailed voluntary self-disclosure of each provider as well as an assessment of each provider by their customers.

PAC reserves to also evaluate and position those providers in the PAC RADAR that do not participate in the voluntary self-disclosure process and do not submit any customer assessments.

After the evaluation of the pre-defined criteria, each supplier's position is plotted in the PAC RADAR. All criteria are classified by clusters and can all be attributed to the "Competence" and "Relative Market Strength" main clusters.

Within the PAC RADAR the following applies: The closer a company is to the center, the closer they are to meeting customers' requirements!

The provider evaluation is going to be published in the form of a report, including a market description and short vendor profiles.

PAC RADAR graph (exemplary presentation)



PAC RADAR provider selection & participation

Which providers are positioned in the PAC RADAR?

Providers are selected and invited according to the following criteria:

- Size of revenues in the segment to be analyzed in the specified region
- “Relevance”: Even providers that do not belong to the top-selling providers in the segment to be analyzed are considered, if PAC classifies them as relevant for potential customers, for instance due to an innovative offering, strong growth, or a focus on a specific customer group (e.g. SMB).

There is no differentiation as to whether the providers are customers of PAC – neither in the selection of the providers to be positioned, nor in the actual evaluation.

What do providers have to do in order to be considered in a PAC RADAR analysis?

The decision as to which providers are considered in the PAC RADAR analysis is entirely up to PAC. Providers do not have any direct influence on this decision.

However, in the run-up to a PAC RADAR analysis, providers can make sure in an indirect way that PAC can adequately evaluate their offerings and positioning – and thus their relevance – e.g. by means of regular analyst briefings etc.

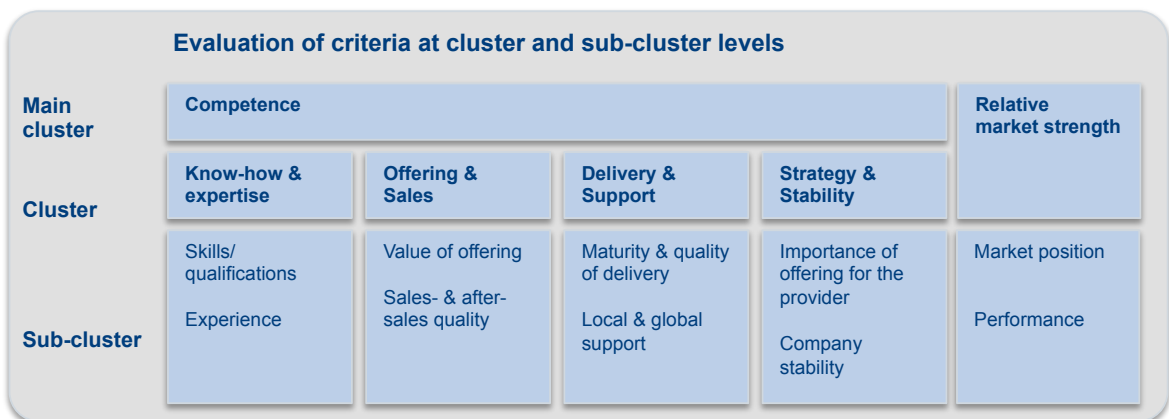
Why should providers accept the invitation to participate actively?

Whether or not a provider participates in the RADAR process does not actually affect its inclusion and positioning in the PAC RADAR, nor its assessment.

However, there are a whole host of benefits associated with active participation:

- Participation ensures that PAC has access to the largest possible range of specific and up-to-date data as a basis for the assessment.
- Participating providers can set out their specific competences, strengths and weaknesses as well as their strategies and visions.
- The review process guarantees the accuracy of the assessed factors.
- Submitting customer assessments can have a positive impact on the overall score.
- The provider gets a neutral, comprehensive, and detailed view of its strengths and weaknesses as compared to the direct competition – related to a specific service in a local market.
- A positioning in the PAC RADAR gives the provider prominence amongst a broad readership as one of the leading operators in the segment under consideration.

PAC RADAR evaluation method



PAC RADAR the concept

Evaluation method

PAC uses around 50-80 predefined criteria to assess and compare the providers within given service segments.

The assessment is based on the report-card score within the peer group of the positioned providers.

This is based on

- The provider's detailed self-disclosure about resources, distribution, delivery, portfolio, contract drafting, pricing, customer structure, references, investments, partnerships, certifications, etc.;
- An assessment of the provider by reference customers (to be obtained by the provider);
- A poll among further customers by PAC;
- The analysis of existing PAC databases;
- Secondary research;
- Dedicated face-to-face interviews as relevant.

The provider data is verified by PAC and any omissions rectified based on estimates.

If the provider does not participate, the assessment is performed using the proven PAC methodology, in particular based on

- Information obtained from face-to-face interviews with the provider's representatives, analyst briefings, etc.;
- Assessment of company presentations, company reports, etc.;
- Assessment of PAC databases;
- Assessment of earlier PAC RADARs in which the provider participated;
- Poll among the provider's customers (as required) on their experiences and satisfaction.

If no customer assessments are submitted, or fewer than the required number

The overall assessment must include the number of customer assessments requested in the invitation.

Any missing customer assessments are scored as "satisfied", i.e. they do not negatively affect the score. This produces an average score for criteria based on customer assessments.

Reissue of published RADARs

The assessments in the PAC RADAR represent an assessment of the providers within the given peer group in the year in which the respective PAC RADAR was published.

The evaluations may not be directly comparable with those of the previous version due to subsequent content modifications. In particular, they do not depict a development of individual providers over time.

Methodological and/or organizational modifications may be made due to changing market conditions and trends and can include:

- Different peer group in the focus of the analysis;
- Modification of individual criteria within clusters and sub-clusters;
- Increased or altered expectations by user companies;
- Adjustment of the weighting of individual criteria.

PAC RADAR publication & usage

Publication of the results by PAC

PAC publishes the results in the form of the PAC RADAR report, which, like all SITSI® publications, is provided to our customers for download via the portal www.pac-online.com.

The PAC RADAR is provided free of charge to the user companies that regularly work with PAC as well as to the participating referees on request; and also to all members of the PAC CxO Insights Panel.

Extracts from the PAC RADAR results are also supplied to the industry and business press as well as the leading ICT user associations.

Publication of the results by providers via reprint licenses

Participation in the PAC RADAR is free of charge. License fees are only payable for use of the results and for the exploitation rights.

Usage options for PAC RADAR results by users

The PAC RADAR supports ICT and business decision-makers in classifying and selecting the right service provider.

Using the dynamic MS Excel tool that is provided exclusively to user companies, ICT decision-makers can weight all evaluated criteria in line with their specific preferences and requirements. This gives you an initial steer on which provider is right for you.

Additionally, the PAC RADAR results are used as the basis for individual consultancy projects for provider evaluation and pre-selection.

Usage options for PAC RADAR results by providers

- **In strategic market and competition analysis:**
The PAC RADAR is the ideal benchmarking tool. Providers get a neutral, comprehensive, and detailed view of their strengths and weaknesses as compared to the direct competition – related to a specific service in a local market.
- **In sales:**
The PAC RADAR helps providers define a successful growth and positioning strategy. It further provides sales arguments based on an independent assessment of the specific strengths and weaknesses.
- **In sales, marketing, and communication via reprint rights:**
Providers can exploit their positioning in the PAC RADAR for sales, marketing, and public relations via reprint rights to the assessment results.

PAC RADAR contents & scope of delivery

PAC RADAR report

Company-wide license

Contents

- Introduction
- Description of the evaluation methodology
- The most important trends and insights from the analysis
- Presentation of the PAC RADAR and the positioning highlights
- Summary analysis of the providers positioned in the PAC RADAR

Exclusive for user companies

- MS Excel tool with evaluation of all individual criteria and options for individual weighting

Reprint rights for providers

Limited reprint right

Permits use of the reprint versions of the PAC RADAR report and the PAC RADAR graphic in company-produced documents such as offers, presentations, etc. Public dissemination is not permitted, e.g. via websites or media (print/online)

Content of the reprint version of the PAC RADAR report (limited)

- Introduction
- Description of the evaluation methodology
- Presentation of the PAC RADAR graphic
- Summary analysis of all providers positioned in the PAC RADAR

Unlimited reprint right

Enables the unlimited distribution of the PAC RADAR report and the PAC RADAR graphic, incl. dissemination via all media.

Content of the reprint version of the PAC RADAR report (unlimited)

- Introduction
- Description of the evaluation methodology
- Presentation of the PAC RADAR graphic (mention by name of the participating providers)
- Summary analysis of the licensee

Your contact at PAC for all questions on the PAC RADAR

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About PAC – a CXP Group Company

Founded in 1976, Pierre Audoin Consultants (PAC) is part of CXP Group, the leading independent European research and consulting firm for the software, IT services and digital transformation industry.

CXP Group offers its customers comprehensive support services for the evaluation, selection and optimization of their software solutions and for the evaluation and selection of IT services providers, and accompanies them in optimizing their sourcing and investment strategies. As such, CXP Group supports ICT decision makers in their digital transformation journey.

Further, CXP Group assists software and IT services providers in optimizing their strategies and go-to-market approaches with quantitative and qualitative analyses as well as consulting services. Public organizations and institutions equally base the development of their IT policies on our reports.

Capitalizing on 40 years of experience, based in 8 countries (with 17 offices worldwide) and with 140 employees, CXP Group provides its expertise every year to more than 1,500 ICT decision makers and the operational divisions of large enterprises as well as mid-market companies and their providers. CXP Group consists of three branches: Le CXP, BARC (Business Application Research Center) and Pierre Audoin Consultants (PAC).

For more information please visit: www.pac-online.com

PAC's latest news: www.pac-online.com/blog

Follow us on Twitter: [@PAC_Consultants](https://twitter.com/PAC_Consultants)

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