



GLOBAL FIELD SERVICE SUPPORT

ORGANIZATION & MOTIVATION

ONNO BEEMSTERBOER

NWNS GLOBAL | MANGOSAT BV

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1. INTRODUCTION

1.1. Who we are and what we do

Next World Network Services (NWNS) started as an international VSAT installer way back in 2008, offering its global field services to satellite operators, enterprise, government and the military clients in Europe, USA, Africa, Asia, and the Middle East.

For our clients, NWNS has installed and managed hundreds of large and small satellite networks literally all over the world. This long and rich track record makes us among the most experienced telecommunications infrastructure solutions - and implementation providers in the world.

Our core business: reliable (field) support services for companies doing business in remote, harsh, and hard to reach locations.

For the past 14 years the global field implementation of VSAT and satellite networks has been NWNS' core business. And it still is to an extent. But we've evolved, broaden our horizon, and expanded our product portfolio. Today, NWNS offers professional services and global field support to (corporate) customers who want to roll-out and maintain MPLS, IPLS (IP-only LAN Service) and DIA (Dedicated Internet Access) networks for enterprise WAN and SD-WAN connectivity.

More and more we are actively supporting customers in need for reliable electrical power solutions in remote areas and we've become heavily involved in the remote sensor business related to environmental and agricultural applications. The latter including LoRa technology and LEO nano satellites.

For clients who want to test their products under harsh circumstances, we have 80 ha company owned land in remote Tanzania which is perfect for endurance tests.

The range of market sectors we cover is versatile and we are not limiting ourselves. But we continue having our focus on telecommunications, reliable power provisioning and high-tech agriculture. Because we love it and we're good at it.

Our past and present is just the beginning. We've been around long enough to know sustainable growth hinges on the strength of our partnerships, listening to our customers and adapting to constant change. Our story has evolved but our focus remains the same. The future is next, and we are ready for it.



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1.2. Our customers and clients

NWNS clients are international organizations including satellite operators, telcos, mobile operators, ISPs, equipment manufacturers, mining/oil & gas companies, big farms, banks, NGO, military, and other government agencies. NWNS, together with its associated partners in over 140 countries, are our client's extended team. This has worked for 60+ clients from over 30 countries.

NWNS as a global (field) services organization can and does pioneer business potential. And our client's needs and challenges are at the heart of everything we do, every day for the past decades.

We're not simply trying to win a contract, we build relationships for the long-term, and we are grateful that many of our clients have been with us since our very first years.

Strong, long-term business relationships are an integral part of the success of NWNS. After all it's always easier to do business with people we know well – there's a basis of trust and understanding (and even friendship).

1.3. NWNS works with independent Field Service Representatives (FSR)

NWNS maintains a unique resource database of skilled personnel with extensive, practical experience of working unsupervised in hazardous and remote areas for prolonged periods. This database features NWNS Field Representatives (FSR) with years of experience and proven track records.

It's our objective having reliable, motivated, and skilled technical & non-technical support in each individual country. For those countries or regions where NWNS has yet not contracted local field service representatives (FSR), NWNS will either use its regional representative or dispatch its own staff. Alternatively, if business calls for it, we will source and train local people.

More about NWNS FSRs in chapter 3 of this paper.

1.4. Our Competitive Advantage

Our competitive advantage is the diversity of our service offerings, our track record & reputation, our true global coverage, and our knowledge gained by experience.



1.5. Why NWNS - Our Unique Selling Points (USP)

- NWNS is dedicated in any way possible. We believe in long-term relationships, and the “quick dollar” is not something we need or depend on. We’re also likely to work better together if we know our client is in it for the long haul rather than for a one-off event.
- We understand that no two customers have the same requirements, and we guarantee that every customer will get the most out of its service order.
- We also understand that service needs are constantly changing, and we are always available to support our clients re-evaluating their business requirements.
- NWNS has dedicated support – world-wide and in multiple locations - with combined experience in VSAT, fiber, microwave, remote power solutions and other technologies.
- NWNS is also dedicated to servicing the needs of its customers by providing 24/7 support from its Network Operations Center (NOC) located at its facility close to Mumbai (India) backed up by resources in Europe. On-staff technicians are always available to help diagnose and troubleshoot any problem that may occur in our customer's network.

1.6. Summarizing:

At NWNS, our clients let us know how they would like to see their business going forward enabling us as a dedicated global field service provider to scale their requirements as appropriate. We believe in offering our clients a superior level of personalized service across the business which is reflected in our day-to-day work.

As NWNS, we are in this line of business since January 2008. Its management for over 60 years. Collectively we have a fantastic hands-on experience and knowledge base.

Furthermore:

- We are a stable, cash positive organization with a very little turnover of staff.
- We are flexible in every possible way, but we never give up on our values.
- We want to be - and we are - transparent. We quote fair charges, and we are reliable.
- We are vendor and network agnostic. We will never push our client in a certain direction. We only make motivated suggestions.



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- NWNS's focus is on services to global telecommunications providers. We fully understand the demanding requirements of their end-users.
- We are as much as possible compliant with modern corporate governance. Not because we must, because we are in sync with its philosophy. We fully understand and cooperate with corporate demands, without asking.
- Since we represent our customers as “an extension” of our client’s organization, we as NWNS keep low profile and we operate discretely on behalf or in name of our clients.
- NWNS maintains both a global liability insurance and a DBA (Defense Base Act) insurance.
- **We never let our customers down**
- **NWNS is always your partner, never your competitor.**



2. NWNS CAPABILITY STATEMENT SUMMARY

This NWNS Capability Statement Summary outlines what we can offer potential clients and provides the essential details to help them decide whether to do business with us. We are very much aware that one size doesn't fit all, and additional discussions may be needed before coming to an agreement. We intend to provide a service that meets or exceeds our client's expectations. Costs and charges however depend on what the expectations are, where and when to fulfill, and the complexity of the actual business. Regardless all of this we provide:

- Over 60+ years of experience in doing business in emerging markets, hard-to-reach locations, and unpredictable environments.
- Design & engineering support, including any satellite network, (off-grid) power solutions & complementing intelligent applications.
- Instant access to installation and on-going maintenance service teams in over 140 countries... True global support!
- Resource vetting & managing, equipment sourcing, vendor selection.
- Importation support & asset recovery.
- (VSAT) regulatory consultation & license application.
- Call center / help desk / NOC, active monitoring, and remote management as a service.
- Sourcing qualified locations for co-location or antenna hosting.
- Warehousing, equipment integration, and testing (Currently UAE, India, Tanzania, Florida, and Netherlands)
- RF spectrum interference & radiation analyses.
- Managed field test services.
- Professional services and market access support.
- Dedicated training programs with reference to satellite & VSAT communications and (off-grid) power systems and – full program development & conducting (anywhere, anyhow).



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3. NWNS GLOBAL FIELD SERVICE SUPPORT

NWNS draws extensively on locally sourced suppliers and **subcontractors**. We call them NWNS Field Service Representatives (or FSR), and they are our most strategic asset. Without our FSRs we would never be able to support our customers and clients world-wide. Using FSR subcontractors to work on one or more (short-term) projects has proven to be beneficial in terms of cost, quality, and efficiency.

3.1. Why subcontractors (aka NWNS FSRs)

Being able to utilize the skills and knowledge of a FSR subcontractor may be the difference in being able to take on a project or not. By outsourcing work NWNS can empower its staff to focus on core business needs. This will likely lead to them being more able to get critical jobs done faster. This can help enhance our company's reputation and ensure that we remain competitive in the global marketplace. But there are more reasons:

- **Most important reason:** Subcontracting can support a business at any given moment almost everywhere withing a given response time and budget. Remote FSRs will be able to offer a solution quickly and get the job done at reduced real costs and less waste (positive environmental impact).
- **No Long-term commitment:** The NWNS business is highly dynamic. We maintain ad-hoc, short-term, and long-term agreements with our customers. The agreed terms and conditions can and do change frequently. Early contract termination is common and so could be an unexpected contract extension. With FSR subcontracting we can offer a level of flexibility that wouldn't be possible with hiring new staff members. Using a FSR subcontractor will allow us to use the service as - and when - our clients need. Our clients will not be required to sign a long-term agreement if there isn't a need for one. Which is another NWNS Unique Selling Proposition (USP).
- Furthermore, over time we've found out that subcontracting can bring a whole host of other benefits to our business. Being able to utilize independent services to take on bigger projects can help our operations grow. Adding skills and expertise to complement our existing staff allows NWNS to flourish as a business and could be the difference in being able to provide a service to a potential client or not.
- Subcontractors may open avenues for our business that we didn't know were possible. Very often NWNS can lean on them for specialist applications which means we can create custom solutions for our clients.



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- NWNS is a growing company and fortunate enough to be operating past its maximum capacity. When taking on larger projects there is a very real dilemma of either employing more people and investing in equipment or using a subcontractor. Subcontracting can reduce the risk associated with hiring staff by ensuring we are getting a safe pair of hands from an established company or person to help our business. Summarized: our FSRs allow us to take on larger or more complicated projects.

There are mutual benefits: Using subcontractors allows us to keep our overhead costs low. NWNS, as the main contractor, doesn't have to worry about hiring and staffing, employee benefits and office space for permanent workers and equipment.

But it's not all about the benefits we as NWNS receive as the main contractor. Working with FSR subcontractors benefits them immensely, too. For example, most of our FSR subcontractors won't be eligible to bid on the projects that a primary contractor can spec. Thus, the subcontractors benefit by being able to participate in larger jobs and build their project roster.

3.2. Who are our FSR subcontractors?

Our FSR subcontractors are companies or considered self-employed individuals representing NWNS and/or its customer in front of the remote/local end-customer.

In both cases they are responsible for their own taxes, supplies, health benefits, etc. Off course NWNS supports and facilitates its contracted FSRs there where needed.

3.3. FSR subcontractor management

At NWNS we maintain a wide database of tried and trusted FSR subcontractors and suppliers built up over 30+ years. Many of these have been in informal and formal partnering arrangements with NWNS on current and past projects and know our processes very well. We continue to update and expand our lists with new entries where appropriate.

Admittance to the database is after completion of an on-line competence questionnaire form, and proof of compliance with the policies and procedures of NWNS and its customers.

NWNS FSRs have their own support portal: <https://www.nwns.org/fsrportal>



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3.4. FSR subcontractor requirements, selection, and vetting

NWNS ensures prequalification of all FSR subcontractors, ensuring that they meet the standards set in-house by NWNS and resulting in excellent working partnerships.

It is vital that our reputation is upheld, and the overall quality of a project also depends on the quality of the FSR subcontractors performing the field work. The work of these FSRs can also greatly affect a project's timeline and final costs.

That's why carefully selecting and vetting FSR subcontractors and managing them effectively is an on-going process which is essential to our success. Finding a good and reliable FSR is difficult everywhere and very difficult in developing countries. Moreover, it is extremely time consuming, and success is not always guaranteed.

Our FSR selection requirements:

We want our global field support organization to be the best and most reliable in the world. For this simple and crystal-clear reason, we demand from the people who represent NWNS (and its customers) the appropriate soft and hard skills in addition to experience.

Therefore, we have a FSR selection process called **"Know You FSR"** or **KYF**.

In short KYF is all about the process in which (candidate) FSRs need to prove who they are and what their activities are. Furthermore, we want our (candidate) FSRs to demonstrate that they not only have the hard skills required for the job but also possess a range of soft skills that make them stand out as a valuable NWNS representative in whatever location. Unfortunately, this is a rather bureaucratic process which immediately filters out candidates who are not serious. But this is not the only reason.

Why such a bureaucratic process?

Because NWNS operates globally and on behalf of corporates and multinationals we must be fully compliant with international rules and regulations related to anti-money laundering (AML), countering financing of terrorism (CFT), and a few more.

Therefore, NWNS has introduced preventive measures like **"KYF"** for FSR identification and vetting.



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Moreover, we believe that FSR identification is the most critical aspect as it is the first step to better perform in the other stages of the selection process. NWNS may refuse to take on a FSR or halt a business relationship if the FSR fails to meet minimum KYF requirements.

What's the selection and vetting process like?

Because NWNS is a serious organization supporting serious customers, we want to know a lot about the skills and experiences of the FSR representing NWNS in the field. The process however is easy: every (candidate) FSR will be asked to fill-out an on-line form first. After processing the returned information, NWNS will contact the (candidate) FSR to discuss the next phase including potential business and a Field Service Agreement.

Go to <https://www.nwns.org/fsrportal>. Simply click the “Start your application” button or scan the [QR code](#). It will direct you to a form which NWNS wants every FSR to fill out and return.



We fully realize that this is an extensive questionnaire and that not all questions may look relevant. The reason for so many detailed questions lie in the fact that NWNS answers to request for proposal from our globally operating and highly demanding clients. A fast and professional response may result in a higher likelihood of winning new deals for our clients and thus for NWNS and its FSRs.

FSR self-certification

Because the world is a highly dynamic place, it is important having all possible international sanction related risks properly catalogued, up to date and audit ready.

Therefore, we frequently ask our FSRs (or client's end-user) to *(re)confirm* his/her position or situation with respect to activities with certain sensitive sanctioned countries and list-based sanctions regimes.

To do this fast and efficient NWNS developed a simple on-line tool which identifies the nature of any such exposure (if any). The form can be easily accessed from the FSR Portal or by scanning the QR code on the right.





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FSR Health & Safety Management

At NWNS we are committed to running our business responsibly. We strive to maintain high safety, health, and wellbeing principles and to respect human rights. Our goal is 'zero avoidable harm'. To achieve this goal, we commit resource and effort as well as measuring ourselves against publicly available targets. We are working hard to ensure employees and FSRs know how to identify and manage risks and take personal responsibility for their own safety and the safety of those around them. We expect our suppliers to do the same.

FSRs will be selected based on their technical competence, experience, and their suitability for the work to be done. NWNS considers health and safety management a core component of technical competence and it represents a key criterion used in the selection process.

FSR Insurances

- NWNS maintains a global liability insurance covering its field services globally (except USA and Canada).
- NWNS maintains a DBA (Defense Base Act) insurance. Defense Base Act insurance exists to provide US Government contractors with an insurance solution to protect its employees and sub-contractors against employment-related injuries while working outside of the United States.



4. NWNS FIELD SUPPORT OPTIONS

At NWNS, we understand better than anyone else that our clients have their strict contractual obligations, other visions, and high expectations. Therefore, to meet client's exact requirements NWNS offers various options of field support to choose from:

1. The use of local (in-country) resources. This is by far the most flexible option hence our preference. Unfortunately, not always possible.
2. We fly-in foreign staff. A typical solution if local support is not available, not up to standard, or simply too expensive.
3. We fly-in skilled supervision to work with our local support.

All our options have their own pros and cons, risks, and cost structure

At any time, the level and quality of field service is a trade-off between RISK and OPEX but always a choice. The only thing we ask our client is to realize and acknowledge this fact before making any critical implementation decision.

4.1. What is remote?

The definition of what is "remote" varies substantially between regions of the world.

According to NWNS: Remote areas are far away from cities and urban places and difficult to get to because they lack efficient or safe transportation links.

4.2. Countries with local support

NWNS has true global coverage and therefore, immediate access to technical and non-technical resources through independent but very loyal partners in over 140 different countries. Such partners are called NWNS Field Service Representatives (FSR).

For those countries or regions where NWNS has yet not contracted local Field Service Representatives (FSR), NWNS will either use its regional representative or dispatches its own staff.

Alternatively, if business justifies, we will source and train local people



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4.3. Countries without local support

NWNS prefers to use (in-country) local Field Service Representatives (FSRs). This however is not always possible, desirable, or cost efficient. It absolutely does not mean that NWNS cannot deliver services in countries (or remote locations) where skills are required but no local support available.

On the contrary, the company has access to NWNS employees, partners and associates who are well trained and very much used to do their jobs in remote, harsh, or hard to reach locations.

NWNS has the ability to dispatch skilled engineers including all required tools, test and measurement equipment to any location, anytime. The same statement can be made for countries that are vast (e.g., Russia, Congo) in size and where service is required in very remote locations.

Whatever it takes to implement or fix client's network!

4.4. Unsafe destinations

NWNS believes that its valuable resources should not be exposed to health and safety risks more than reasonably practicable. We think this is a fair requirement.

Therefore, it may happen that for certain job locations extra security is required which will be charged back to client if not arranged (and paid for) by client upfront. In addition, for end-users, operating in unsafe (remote) areas, client will be asked to provide – or arrange for safe transportation where publicly hireable transportation is difficult, involves a risk or is simply not available.

NWNS will always crosscheck with internationally recognized travel warning sites before dispatching its resources to locations that may involve a health & safety threat.

4.5. Our restrictions

NWNS is committed to complying with the sanctions laws and regulations of the United Nations (UN), the European Union (EU) and the United States (US), as well as all applicable sanctions laws and regulations in the jurisdictions in which we operate, or our client want us to operate.

NWNS maintains a standard Sanctions Policy and Sanctions Economic Standards that define the minimum standards in which NWNS, and its related companies must comply with to meet the above obligations. This includes:



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- Screening customers and transactions against the sanction lists issued by the UN, the EU, the US (including the Office of Foreign Asset Control of the US (OFAC)) and all applicable local regulatory sanctions lists in the jurisdictions in which NWNS operate. Given the fact NWNS is active in the global satellite business the [OFAC directives](#) is our most important guidance.
- Prohibiting or restricting business activities, personal transactions, customer relationships or facilitating transactions that we believe:
 - May violate the applicable sanctions laws, whether directly or indirectly.
 - Involve individuals, entities or vessels listed on an official sanctions list by the UN, EU, OFAC or the local regulatory sanctions list whether directly or indirectly.
 - Are residing in or operating from a sanctioned country/location.
 - May potentially circumvent applicable sanctions laws or contravene the spirit of such sanction laws.
- Blocking or rejecting service orders where NWNS is obligated to do so under the applicable sanction laws or regulations or where the services are not within our risk appetite. For us to ensure compliance with any sanctions program, our FSRs and clients may be required to furnish NWNS with additional information as and when necessary.
- We may also be required to take appropriate measures should the business relationships result in a risk to NWNS.

4.6. More about travel charges and conditions

NWNS understands that travel costs and travel time can constitute an ugly substantial portion of the total service charge. Whatever we try or do, there are always several unexpected – and sometimes hidden – costs that can quickly spike the total amount of a trip to an uncomfortable height: an unexpected, unpleasant, and underestimated surprise – one is forced to deal with.

A little awareness (doing business in Africa can be very expensive) and wise pre-planning can help eliminating the worst of these unexpected travel costs.

Therefore, we at NWNS always try to set the correct expectations and it's our objective to propose the most economical solution to mitigate the negative effects travel can have on the project budget and – finally – the overall trust in NWNS.



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NWNS fully understands that clients want to have full cost transparency upfront, and we are eager to accommodate this as much as reasonably possible. However, since travel can be a major – or even the major cost component, all parties involved should work closely together to minimize travel costs incurred by NWNS in association with the service(s) provided.

Transparent Pricing Structure

If NWNS will have to dispatch one or more engineers to a remote location, the following basic terms, conditions, and prerequisites apply:

- Number of dispatched engineers depend on client’s specific requirements, expectations, health & safety situation/requirements, and statement of work (SoW).
- NWNS charges a fixed field day rate per engineer. The day rate includes an up to a 10-hour workday providing the works start in the early morning.
- Mobilization to- and from site is billed at the man/crew travel rates. Weekends/holidays can be charged differently.
- Regular (Travel) expenses are charged additionally.

Final price confirmation (including transparent breakdown of the costs) requires a detailed SoW, clear site address, good understanding of the local health & safety situation, total expected number of days from “home” and a firm date of action. Moreover, all dispatches are subjected to post calculation.

4.7. Fly-in or local support: the pros and cons

The summary on the following three pages compares the two main FSR dispatch options and summarizes the pros and cons in an open and transparent way.



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LOCAL FIELD REPRESENTATIVE (FSR)		FLY-IN FSR	
Pros	Cons	Pros	Cons
Cost effective			(Extremely) Expensive
Short response time			Unknown response time
			Potential visa, labor law and liability issues
	On-site activities most likely not covered by any liability insurance (perhaps possible at extra costs)	On-site activities covered by liability insurance (exceptions apply – not every country can be covered)	
Very flexible. Client can change schedule without much impact			Requires solid and time-consuming planning and more client involvement. Change in schedule may have serious impact
	May not show up at agreed day or time		Can cancel before departure because of other obligations or (health) issues
	More difficult to manage from a distance because of slow response, language barrier or simply lacking the sense of immediacy.	Less remote management required	



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LOCAL FIELD REPRESENTATIVE (FSR)		FLY-IN FSR	
Pros	Cons	Pros	Cons
Knows his way in the country / city and understands local bureaucracy. Speaks the language and gets things done.			Has to work in a strange country. Doesn't know the way and cannot always arrange for "things" without the help of locals. May not speak the language.
	Job may take longer because of missing routine or parallel assignments.	Routine job but only if experienced and familiar with the working conditions. Dedicated to the assignment.	
Can be on site as long as needed			Can only spend limited time on site. May not be able to finish the job because of flight, expiring visa or other (delaying) circumstances.
Can return to site any time.			Returning to site requires additional expensive travel and prep time
	Local FSR may not immediately understand the exact requirements or believes they are odd and not needed.	Requirements should be crystal clear and understood prior to arrival.	



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LOCAL FIELD REPRESENTATIVE (FSR)		FLY-IN TECHNICIAN	
Pros	Cons	Pros	Cons
	Local FSR may not always be compliant with - or know about - specific procedures or standards.	Procedures are clear and followed in accordance with standard.	
	Local FSR may not always feel the need to follow specific instructions – or simply ignores		
	Communication could be a problem or potential reason for misunderstandings	Communication should not be a problem.	
	Doing “things” the local way	Doing “things” the expected way	
	Local (social and political) issues can play a role if it’s about the relationship between FSR and local end-customer	Visiting engineer should have a neutral reputation.	
	Proper toolkit and the availability / access to measurement equipment can be an issue.	Proper toolkit and measurement equipment should be brought on the trip	



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LOCAL FIELD REPRESENTATIVE (FSR)		FLY-IN TECHNICIAN	
Pros	Cons	Pros	Cons
	<p>Local FSR may not be aware of specific roles and responsibilities.</p> <p>Local behavior may not always be understood or appreciated by others (cultural gap)</p>	<p>Visiting engineer should not require additional training and is expected to “behave” according to international standards.</p>	
	<p>In general, there is less confidence in the quality of work</p>	<p>In general, there is more confidence in the quality of work</p>	
	<p>Often prepayments are required</p>		



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5. CONTACTING NWNS

We have decades of proven (hands-on) experience of doing business in Africa, the Middle East, Russia, and Asia. Our track record is long and impressive. We believe that we deliver a good, transparent, reliable, and fairly priced service and that we have the ability to proactively anticipate client's issues and come up with solutions before client even realizes they have a problem.

Because of the sensitive nature of our business and clients we keep very low profile in the public domain, but we are always happy to provide sound referrals upon request.

At NWNS we pride ourselves in assisting companies who would like to use our experiences and skills. For more information or a quotation, please send us your email to request@nwns.org or better and therefore preferred - just fill out the online enquiry form. (<https://www.nwns.org/contact-us/>). Alternatively visit our offices.

Back Office

PO Box 50602 - Fujairah FZ

Tel: +971 4 363 6821

Fujairah – United Arab Emirates

Email: request@nwns.org

Visiting address:

Office #200, European Business Centre

Dubai Investment Park – 1 Jebel Ali

Dubai – United Arab Emirates

24 X 7 NOC & Operations

Green Park, GF, Office 9, N-H8

Tel: +91 260 237 3768

Killa Pardi, Valsad 396125

Tel: +1 646 568 7605

Gujurat – India

Email: noc@nwns.org

Helpdesk: helpdesk.nwns.org (Q3-2022)

R&D, Integration & Sales

Simon Stevinstraat 20A

Tel: +31 186 788103

3291CA – Strijen

Email: request@nwns.org

The Netherlands

Support offices in Sweden (Ystad) and United Kingdom (UK) to be opened soon (Q3-2022)