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**COMPETITIVE
STRATEGY LEADER**

*Transforming Innovation Into High-Growth
Performance and Competitiveness*

*RECOGNIZED FOR BEST PRACTICES IN THE
GLOBAL INTEGRATED SMART BUILDINGS
SOLUTIONS INDUSTRY*

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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. Delta Controls excels in many of the criteria in the integrated smart buildings solutions space.

RECOGNITION CRITERIA	
<i>Strategy Innovation</i>	<i>Customer Impact</i>
Strategy Effectiveness	Price/Performance Value
Strategy Execution	Customer Purchase Experience
Competitive Differentiation	Customer Ownership Experience
Executive Team Alignment	Customer Service Experience
Stakeholder Integration	Brand Equity

The Transformation of the Integrated Smart Building Solutions Industry

The global market for integrated smart building solutions is expanding, driven by rising demand for connected, energy-efficient, and resilient infrastructure. Organizations across sectors face mounting complexity as they modernize facilities to balance occupant comfort, sustainability mandates, and cybersecurity requirements. Issues like creating vendor interoperability, ensuring uptime in mission-critical environments like data centers, and adapting to shifting workplace models often create barriers that slow adoption and increase operational costs. The need to align smart building deployments with evolving regulatory frameworks, sustainability goals, and occupant expectations further complicates this landscape, rendering traditional building management approaches insufficient for modern requirements.

Delta Controls, headquartered in Surrey, Canada, is transforming this market with its integrated portfolio of building automation and smart infrastructure solutions. By delivering open-protocol, backward-compatible platforms that unify heating, ventilation, and air conditioning, lighting, security, and energy management, the company enables stakeholders to manage building operations with transparency and flexibility. Innovations such as the Red5 controller family, the O3 multi-sensor platform, and Building Canvas, an artificial intelligence (AI)-driven engineering tool, reduce complexity while enhancing scalability and efficiency across diverse environments. In mission-critical facilities like data centers, Delta Controls integrates advanced fault detection, encrypted communications, and redundant system design to ensure uptime and compliance. This combination of openness, reliability, and intelligent automation redefines how buildings are designed, operated, and sustained, empowering organizations to meet

energy, security, and user-experience demands while ensuring long-term adaptability in a rapidly evolving global market.

Delta Controls: Openness, Reliability, and Technology Integration

“Delta Controls’ impact is especially clear in mission-critical markets such as data centers, where uptime, security, and efficiency are non-negotiable.”

**- Ana Victoria Dominguez,
Best Practices Research**

Delta Controls delivers integrated smart building solutions that combine open architecture, reliable performance, and forward-looking innovation to meet the evolving needs of global markets. Its portfolio spans building automation, energy management, and Internet of Things integration, supporting industries as diverse as data centers, higher education, and commercial real estate. With a strategy that balances immediate growth with long-term resilience, Delta Controls has achieved consistent double-digit expansion, 12% year-over-year in 2025 after 10% in

2024¹, while investing in technologies that future-proof buildings against changing regulations and customer expectations. This approach ensures that the company’s solutions address current performance demands while aligning with its broader vision of enabling smarter, more sustainable infrastructure.

Designed for resilience and adaptability, Delta Controls’ execution model emphasizes quality, consistency, and process efficiency. The company manufactures primarily in Canada at a single site, creating tight linkages between design, production, and customer service teams. This arrangement accelerates response times and proves especially valuable during supply chain disruptions. On the software side, Delta Controls follows an agile release model, delivering updates every quarter that add functionality without forcing disruptive overhauls. Its backward compatibility approach allows systems that are decades old to integrate with modern software, preserving customer investments and reducing total cost of ownership. Innovations like Building Canvas, an AI-driven engineering platform that reduces project design time by at least 50%, further demonstrate how Delta translates best practices into execution, enabling users to overcome labor shortages while maintaining project quality.

Delta Controls differentiates itself through openness, reliability, and technology integration that set new benchmarks in the industry. The Red5 controller family, equipped with Python scripting, Node-RED, and secure BACnet connectivity, empowers users to integrate seamlessly with broader data ecosystems. The O3 multi-sensor platform provides patented precision monitoring, solving critical use cases such as maintaining exact temperature control in surgical theaters where fluctuations can compromise clinical standards. Beyond technical features, Delta Controls’ reputation for reliability is evident in decades-old systems that continue to operate, a rarity in the building automation space. By combining openness with proven durability, the company distinguishes itself as a flexible and trustworthy partner, consistently described by integrators as the “easy button” for complex smart building projects.

Stakeholder integration is also central to Delta Controls’ competitive position. The company maintains long-term partnerships with integrators, some lasting over 30 years, by prioritizing customer goals above short-term sales. It collects feedback directly through embedded software channels, advisory boards in multiple regions, and customer ambassador groups that help shape future product development. Delta

¹ Frost & Sullivan Interview with Delta Controls (September, 2025)

Controls' openness extends to collaboration with competitors and technology leaders, including its joint work with Google on open data standards for smart buildings. Internally, its guiding principle, "Do it right, and do the right thing," anchors decision-making to the needs of employees, customers, and end users alike. This emphasis on transparency and collaboration ensures that the company's strategy reflects all stakeholders' needs, strengthening trust while advancing industry-wide innovation.

Delta Controls' impact is especially clear in mission-critical markets such as data centers, where uptime, security, and efficiency are non-negotiable. Its solutions integrate precision environmental control, real-time diagnostics, advanced fault detection, encrypted communications, and redundant system design, providing operators with centralized visibility and automated compliance reporting. By offering scalable cloud-based tools, open protocol integration, and secure remote diagnostics, Delta Controls ensures flexibility without sacrificing reliability. These capabilities, combined with strong execution and customer-first values, translate into measurable advantages: higher resilience, lower operational risk, and more sustainable energy use across demanding facilities worldwide. Ultimately, Delta Controls' approach demonstrates how a clear vision, disciplined processes, differentiated technologies, and stakeholder collaboration can converge to deliver lasting leadership in integrated smart buildings.

Delta Controls: Do It Right and Do the Right Thing

"Multi-decade client relationships showcase satisfaction and enduring trust."

**-Melvin Leong,
Senior Director**

Delta Controls' long-standing success is rooted in a model that ensures customers gain lasting value throughout the product lifecycle. For example, the company designs its platforms with backward compatibility so that decades-old systems can integrate with the latest software and controllers. This future-proofing allows customers to protect prior investments while accessing new functionality without disruptive or costly retrofits. Similarly, innovations like the Red5

controller family and Building Canvas engineering tool extend usability across different project scales, making it easier for end users to adapt solutions as their requirements evolve. These consistent design choices remove friction in adoption and preserve customer confidence, ensuring that ownership of a Delta Controls solution remains a positive experience over the long term.

Internally, Delta Controls reinforces a seamless ownership journey with a service model that emphasizes accessibility and speed. The company supports its global customer base through the Delta Partner Network, a long-established channel of certified integrators who deliver local expertise with consistent standards. Proactive diagnostics, continuous real-time monitoring, and secure remote support reduce service interruptions and simplify issue resolution for mission-critical facilities such as data centers and hospitals. Quarterly software releases add new functionality and security updates, while integrated feedback channels allow customers to submit feature requests directly from product interfaces. These practices minimize service complexity, creating a responsive and stress-free support ecosystem where customer priorities drive product evolution.

Multi-decade client relationships showcase satisfaction and enduring trust. The company's collaboration with technology leaders like Google on open standards also strengthens its brand as an innovator committed to industry-wide progress rather than proprietary lock-in. This blend of trust, openness, and customer-first values positions Delta Controls as more than a technology provider—it is viewed as a long-term partner in delivering secure, efficient, and sustainable building environments.

Conclusion

Delta Controls demonstrates exceptional performance through its consistent innovation, operational excellence, and commitment to client success. Its proactive approach to delivering high-quality solutions strengthens partnerships and drives measurable results. The company's focus on efficiency, adaptability, and strategic growth sets it apart in a competitive market. By fostering collaboration and leveraging cutting-edge technologies, Delta Controls continues to exceed expectations. Its dedication to excellence and forward-thinking mindset makes the company a valued leader in the industry, inspiring confidence and trust across all stakeholders.

Delta Controls earns Frost & Sullivan's 2025 Global Competitive Strategy Leadership Recognition due to its strong overall performance in the integrated smart buildings solutions industry.

What You Need to Know about the Competitive Strategy Leadership Recognition

Frost & Sullivan's Competitive Strategy Leadership Recognition is a top honor and recognizes the market participant with a stand-out approach to achieving top-line growth and a superior customer experience.

Best Practices Recognition Analysis

For the Competitive Strategy Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Strategy Innovation

Strategy Effectiveness: Effective strategy balances short-term performance needs with long-term aspirations and overall company vision

Strategy Execution: Company strategy utilizes best practices to support consistent and efficient processes

Competitive Differentiation: Solutions or products articulate and display unique competitive advantages

Executive Team Alignment: Executive team focuses on staying ahead of key competitors via a unified execution of its organization's mission, vision, and strategy

Stakeholder Integration: Company strategy reflects the needs or circumstances of all industry stakeholders, including competitors, customers, investors, and employees

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

<http://www.frost.com>.

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



broadest range of innovative growth opportunities
of which occur at the points of these perspectives.

Analytical Perspectives:

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

