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**COMPETITIVE
STRATEGY LEADER**

*Transforming Innovation Into High-Growth
Performance and Competitiveness*

*RECOGNIZED FOR BEST PRACTICES IN THE
MEA CLOUD ERP & AI INDUSTRY*

FROST & SULLIVAN

Table of Contents

Best Practices Criteria for World-class Performance	3
Strategy Effectiveness: AI Integration Driving Operational Impact	3
A Region-Specific Growth Strategy	3
Embedding AI at the Micro-Vertical Level	4
Tangible Impact and Long-Term Success	4
A Scalable Blueprint for Regulated Industries	4
Competitive Differentiation: Infor’s Intelligent Edge in the MEA	4
Competitive Differentiation Through Embedded Intelligence	5
Regional Differentiators with Real-World Impact	5
Elevating Enterprises Across MEA	6
Brand Equity	6
Executive Team Alignment: Driving Innovation, Traceability, and Regional Impact	7
Strategic Positioning in MEA	7
Sectoral Focus and Regional Reach	7
Industry-Specific Differentiation	7
Building Local Capabilities	7
Commitment to Digital Transformation	8
Conclusion	8
What You Need to Know about the Competitive Strategy Leadership Recognition	9
Frost & Sullivan’s Competitive Strategy Leadership recognizes the company with a stand-out approach to achieving top-line growth and a superior customer experience.	9
Best Practices Recognition Analysis	9
Strategy Innovation	9
Customer Impact	9
Best Practices Recognition Analytics Methodology	10
Inspire the World to Support True Leaders	10
The Growth Pipeline Generator™	11
The Innovation Generator™	11

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. Infor excels in many of the criteria in the Cloud ERP & AI 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

Strategy Effectiveness: AI Integration Driving Operational Impact

Across manufacturing, healthcare, food & beverage, and other regulated sectors, organizations are grappling with a dual challenge: rising operational complexity and an increasing load of repetitive

“Infor’s AI-driven, industry-specific workflows are reshaping operational efficiency, compliance, and resilience across the MEA region. By integrating advanced cloud solutions with deep sector expertise, Infor enables organizations at varying stages of digital maturity to accelerate transformation, optimize processes, and maintain a competitive edge in evolving market conditions.”

**- Sapan Agarwal
SVP, Frost & Sullivan**

administrative work. Frontline staff, from nurses to warehouse operators and production planners, are being pulled away from high-value activities such as strategic planning or patient care.

Conventional AI solutions often falter in these environments. Compliance restrictions, fragmented data architectures, and sluggish deployment cycles slow progress, causing many digital transformation programs to stall. The result is eroded ROI and hindered innovation.

A Region-Specific Growth Strategy

Infor has positioned itself as a customer-centric, industry-specialized leader in the Middle East & Africa (MEA), delivering year-over-year double-digit SaaS revenue

growth in the region. Guided by CEO Kevin Samuelson’s philosophy, “We succeed when our customers

succeed”, the Infor MEA region is focused on four priority industries, Industrial Manufacturing, Food & Beverage, Distribution, and Engineering & Construction.

Over the past decade, Infor has built dedicated regional teams across Sales, Consulting, and Industry SMEs. This ensures its solutions are designed with deep domain expertise and a clear understanding of each industry’s operational realities. Recognizing that MEA customers are at varying points in their digital transformation journeys, Infor tailors its engagements to deliver measurable, outcome-driven results by identifying high-value use cases, aligning solutions to immediate business challenges, and tracking ROI over time.

Strategically, the company is concentrating on key growth hubs. In the UAE, it is partnering on national innovation programs such as Innovation Excellence Centers. In Saudi Arabia, it supports large-scale modernization aligned with Vision 2030. In South Africa, it is expanding its presence in a dynamic, tech-driven market.

Embedding AI at the Micro-Vertical Level

Infor’s AI strategy is built on pragmatic, industry-aware adoption. The company embeds generative AI directly into CloudSuite, creating industry solutions for micro-verticals in its focus industries. In July 2025, it expanded its Strategic Collaboration Agreement with AWS to integrate generative AI capabilities, powered by Amazon Bedrock, across these micro-verticals. This combination of Infor’s industry expertise and AWS’s AI infrastructure enables highly configured, compliance-ready applications that accelerate operational efficiency.

The foundation for this was laid in August 2024, when Amazon Bedrock was first integrated into CloudSuite, unlocking real-world use cases such as automated medical staff scheduling, catalog description generation, executive project summarization, and multilingual template translation.

Tangible Impact and Long-Term Success

By embedding AI into workflow-oriented, industry-specific applications, Infor enables faster time-to-value, boosts productivity by freeing staff from repetitive tasks, and reduces operational risk through secure delivery. Yet, the long-term benefits depend on strong data governance, continuous AI oversight, and deliberate change management to ensure responsible adoption.

A Scalable Blueprint for Regulated Industries

Infor’s MEA strategy brings together domain expertise, advanced AI infrastructure, and cloud-native delivery. By aligning solutions with local priorities and embedding AI at the micro-vertical level, the company offers a scalable, responsible model for digital transformation in regulated, high-growth markets.

Competitive Differentiation: Infor’s Intelligent Edge in the MEA

In the fast-evolving MEA business landscape, shaped by regulatory diversity, varied industries, and complex operational demands, Infor has positioned itself as a strategic partner delivering intelligent enterprise solutions tailored for both scale and specificity. Combining deep industry expertise with

advanced AI, machine learning, and cloud-native deployment, Infor enables organizations to navigate complexity, accelerate value creation, and remain resilient in rapidly changing markets.

Tailored Solutions Across Enterprise

At the center of Infor's portfolio is Infor **CloudSuite**, which includes ERP and is designed for rapid deployment across sectors such as industrial manufacturing, food & beverage, distribution, construction and engineering. Each edition comes with domain-specific workflows that reduce implementation complexity, allowing organizations to respond to market changes without heavy customization.

Supporting CloudSuite is **Infor OS**, the company's enterprise orchestration platform that unifies integration (iPaaS via ION), embedded AI, document management, robotic process automation, intuitive UX, and low-code development. Serving as the digital backbone of the enterprise, it enables agile, efficient transformations while simplifying day-to-day operations.

The **Infor GenAI Platform**, built on Infor OS and Amazon Bedrock, embeds generative AI directly into CloudSuite applications. Industry-tailored prompts and secure AWS infrastructure power capabilities such as auto-scheduling, content generation, summarization, translation, and document analysis. Whether drafting job descriptions, reviewing contracts, or producing multilingual reports, enterprises gain immediate, workflow-embedded AI benefits.

In Human Capital Management, Infor has cloud-native solutions for HR, compensation, benefits, time & attendance, scheduling and talent management along with a global payroll partner network. As a global HCM solution, they support over 20 different languages and dozens of regional-specific compliance functionalities across the entire spectrum of employer needs. As a native solution on the Infor platform, this allows customers to reduce their total cost of ownership with a single, integrated vendor for both ERP and HCM needs. Additionally, they can identify regional-specific insights between their labor costs, workforce needs and financials.

Competitive Differentiation Through Embedded Intelligence

Infor's competitive edge lies in its fusion of **deep vertical specialization** and **embedded intelligence** inside ERP workflows. AI-powered demand planning integrates real-time, multi-source data to optimize inventory, reduce waste, and respond to supply chain volatility. Predictive maintenance uses IoT-enabled monitoring and machine learning to prevent downtime in sectors such as manufacturing, energy, and utilities. Anomaly detection capabilities help identify irregularities early, reinforcing resilience and compliance in industries including oil & gas and financial services.

Deployment flexibility strengthens this advantage. **Multi-tenant cloud**, cloud-native in AWS, delivers scalability, cost efficiency, and continuous innovation without disruption. For highly regulated sectors, **dedicated cloud** environments offer enhanced security and tailored infrastructure while retaining the benefits of cloud-native operations.

Regional Differentiators with Real-World Impact

Infor's offerings in MEA stand out through **vertical precision**, **cloud-native architecture**, and **regional compliance readiness**. Preconfigured, industry-aligned templates reduce customization time and speed up adoption, while AWS Marketplace distribution ensures secure, rapid deployments. Infor's native

Human Capital Management solutions help address the complex legal, linguistic, and labor diversity found across MEA markets, minimizing administrative risk and manual effort for employee and employers.

This unified approach delivers three tangible outcomes for MEA enterprises:

Accelerated Time-to-Value through prebuilt workflows and AI-driven processes.

Enhanced Operational Efficiency by automating repetitive tasks and enabling focus on strategic work.

Compliance-Driven Cloud Delivery that mitigates regulatory and operational risks.

Elevating Enterprises Across MEA

Infor's integrated suite, which includes specialized ERP, orchestration tools, generative AI, and HR automation goes beyond merely fitting into the MEA business environment. It addresses specific regional challenges by adapting to local operational requirements, positioning itself as a facilitator of practical transformation. The platform's application is evident in concrete scenarios: enabling Saudi manufacturers to anticipate maintenance needs and supporting UAE hospitality operators in optimizing workforce management. These implementations demonstrate how Infor's solutions contribute to improved operational agility, informed decision-making, and enhanced resilience within diverse MEA enterprises.

In addition, Infor's strong capability to effectively support multi-company conglomerates in the region stands as a key differentiator and a primary strategic focus. This is demonstrated by the success with groups like Zahid Group, which operates 28 companies seamlessly on a single Infor platform. Building on this momentum, Infor is actively expanding similar group-level engagements into other regions, including South Africa.

Brand Equity

Infor's brand position in the Middle East and Africa is grounded in consistent delivery of measurable operational improvements rather than aspirational claims. The company's evolution from a traditional ERP vendor to a broader industry transformation enabler is notable, particularly for its disciplined, outcomes-focused execution and ability to integrate deep vertical knowledge into real deployments.

Infor's track record in the region shows scale and diversity of application. Its solutions, spanning ERP, generative AI, HCM, and industry-specific modules, are already embedded in manufacturing, logistics, hospitality, and other sectors, producing quantifiable efficiency gains. The integrated architecture reduces process friction, centralizes data, and enables faster, evidence-based decision-making while lowering complexity across business functions.

Strategically, the cloud-first orientation and AI integration enhance Infor's relevance for organizations at varying levels of digital maturity. By delivering vertical-specific systems rather than broad, undifferentiated platforms, the company has positioned itself as a functional backbone for industries with distinct operational and compliance needs.

Public demonstrations at regional technology events serve as practical validation, illustrating solution performance in scenarios such as supply chain optimization, payroll automation, and predictive maintenance. These examples show how Infor's approach translates into cost reductions, productivity gains, and resilience improvements, metrics that resonate strongly with decision-makers.

Its engagement model, which emphasizes alignment with local regulatory frameworks and market structures, helps shorten adoption cycles and improve ROI predictability. This is particularly relevant in the context of national initiatives like Vision 2030, where technology adoption is closely linked to broader economic transformation goals.

Overall, Infor's brand strength in MEA is shaped less by promotional visibility and more by demonstrable results, integrated solution depth, and an ability to operate effectively in both advanced and developing digital ecosystems. This combination reinforces its standing as a credible long-term partner in the region's enterprise technology landscape.

Executive Team Alignment: Driving Innovation, Traceability, and Regional Impact

Strategic Positioning in MEA

The company has adopted a cloud-first, AI-enabled strategy to address the diverse digital maturity levels across MEA. By embedding generative AI capabilities into industry-specific solutions, it accelerates operational efficiency and enables businesses to respond swiftly to evolving market demands. Strategic

"Infor's unified global and regional leadership turns vision into reality, driving innovation, enhancing traceability, and ensuring regulatory compliance. By aligning enterprise-wide initiatives with local strategies, they deliver solutions that meet today's needs while preparing clients for tomorrow's standards, fostering sustainable growth and competitive advantage across diverse markets."

- Saurabh Verma
Vice President, Frost & Sullivan

collaborations with global cloud providers ensure secure, scalable deployments that meet local compliance needs while supporting advanced analytics, automation, and interoperability.

Sectoral Focus and Regional Reach

Growth in MEA is anchored in sectors like Industrial Manufacturing, Food & Beverage, Distribution, and Engineering & Construction, each benefiting from tailored ERP and supply chain solutions. High-growth markets such as Saudi Arabia, Egypt, and the UAE are central to the expansion strategy, supported by local offices and partner networks to ensure on-the-ground expertise and faster project execution.

Industry-Specific Differentiation

The approach centers on delivering deeply customized solutions for micro-verticals, enabling businesses to manage complexity with precision. From real-time production visibility in manufacturing to predictive analytics in Distribution and Engineering & Construction, the solutions are built to integrate seamlessly into sector workflows.

Building Local Capabilities

To strengthen market relevance, the company invests in local talent, knowledge transfer, and training programs. These initiatives empower organizations to maximize solution adoption while fostering regional technology expertise. Additionally, innovation hubs in key MEA markets serve as platforms for co-creating new digital capabilities with customers and partners.

Commitment to Digital Transformation

By aligning technology with local business priorities, the company supports the MEA region's broader economic diversification and sustainability goals. Its solutions are not only designed to streamline operations but also to enable enterprises to adapt to emerging trends such as green manufacturing, smart logistics, and data-driven governance.

Conclusion

Infor's fusion of global vision, regional insight, and industry-specific innovation cements its role as a trusted transformation partner in the Middle East. Through leadership alignment and solutions such as generative AI, Map and Trace, and native, global HCM solutions, Infor delivers measurable efficiency, compliance, and speed to value. This integrated approach empowers organizations to modernize operations, meet complex regulatory demands, and innovate with confidence, ensuring they remain competitive, resilient, and future-ready in a rapidly evolving, regulation-driven business environment.

With its strong overall performance, Infor earns Frost & Sullivan's 2025 MEA Competitive Strategy Leadership Recognition in the Cloud ERP & AI industry.

What You Need to Know about the Competitive Strategy Leadership Recognition

Frost & Sullivan's Competitive Strategy Leadership recognizes the company 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.

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 fuelled 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)**

