

FROST & SULLIVAN
BEST PRACTICES



2026

GLOBAL AUGMENTED CONNECTED
WORKER, END-TO-END PLATFORMS

COMPANY OF THE YEAR



INNOVAPPTIVE

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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. Innovapptive excels in many of the criteria in the augmented connected worker, end-to-end platforms space.

RECOGNITION CRITERIA	
<i>Visionary Innovation & Performance</i>	<i>Customer Impact</i>
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Megatrends	Customer Purchase Experience
Leadership Focus	Customer Ownership Experience
Best Practices Implementation	Customer Service Experience
Financial Performance	Brand Equity

The Transformation of the Augmented Connected Worker, End-to-End Platforms Industry

The augmented connected worker (ACW) market is experiencing strong growth and increasing adoption, gradually cementing ACW platforms' place in manufacturers' IT ecosystems. New technologies driven by artificial intelligence (AI) are extending the capabilities of ACW platforms, thereby addressing new use cases on the shop floor. ACW platforms are helping managers better understand their workforce's skill profile and assisting decision-makers with deep insights into their processes and performance.

Platform Excellence

Innovapptive, established in 2012 and headquartered in Houston, Texas, offers its customers a comprehensive platform comprised of a series of suites (Operations, Maintenance, Warehouse, EHS, and Continuous Improvement) that address the most pressing challenges in the current manufacturing landscape. The company's Warehouse suite tackles a key area of development for the ACW market. It assists users with inbound and outbound logistics control, internal movement monitoring, spare parts management, barcoding, and inventory tracking. These tools are provided to the frontline workforce through an intuitive user interface (UI) that can easily be connected to the rest of Innovapptive's suites.

This connectivity is aligned with Innovapptive's single-pane-of-glass approach, allowing frontline workers and managers to engage in their daily activities through a unified dashboard. The platform's robust set of integrations provides access to key performance information from different sources across the shop floor. It can be connected to data historians, asset data, manufacturing execution systems (MES), supervisory

control and data acquisition (SCADA) systems, environmental, health, and safety (EHS) solutions, enterprise resource planning (ERP), computerized maintenance management systems (CMMS), and quality management systems (QMS). This functionality is facilitated by the Integration Manager, which lets companies tailor data mappings and create seamless workflows without the need for coding.

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**- Juan Francisco Dell’Era,
Senior Research Analyst, Industrial
Automation & Software**

While enterprise systems of record effectively plan work, execution on the plant floor often remains fragmented. Innovapptive addresses this “frontline execution gap” by serving as a unified execution layer that connects enterprise systems, AI insights, and frontline workflows—ensuring predictive insights are converted into structured, prioritized, and measurable action.

Each of these suites has embedded workforce training and skills management capabilities. Innovapptive’s

vision for workforce training is to make execution better, faster, cheaper, and safer by providing training and guidance during task execution. This unifies the learning, execution, and AI layers, improving the learning process and creating more value.

These layers are spread across 6 main modules: AI-Driven Onboarding & Adaptive Training, Skills Management & Competency Intelligence, Tribal Knowledge Capture & Retrieval, Continuous Learning in the Flow of Work, Knowledge Graph & Recommendation Engine, and Gamification & Engagement Layer. These modules facilitate peer and supervisor feedback, allow managers to map the competencies at both the individual and team level, and provide automatic competency updates by connecting to the digital work instructions (DWI). Frontline workers can access information through in-app knowledge cards with field photos, videos, and voice notes, as well as through a searchable knowledge base. Innovapptive’s use of knowledge graphs allows users to create a central taxonomy that connects standard operating procedures (SOPs), assets, incidents, and training records, opening the possibility of identifying patterns and receiving actionable recommendations to improve operations. Finally, workforce engagement is encouraged through a series of earnable achievements and by promoting collaboration through enhanced communication tools, daily digital huddles, and shop floor Kanban boards.

Visionary Development

Innovapptive is evolving beyond a traditional augmented connected worker platform into an AI-powered connected worker execution platform. Its expanding portfolio of industrial AI agents enables manufacturers to operationalize AI at the point of execution—bridging predictive analytics with real-time frontline action. Some notable examples include troubleshooting and planning agents for maintenance, digitization and authoring agents for operations, root cause analysis and action recommendation agents for reliability, personal protective equipment (PPE) check and permits agents for safety, and agents that offer automated and prompt-based insights for analytics.

The company is also developing a cutting-edge small language model (SLM) tailored for the industrial domain. This SLM is smaller than generic large language models (LLMs) and is capable of processing both

structured and unstructured data and working offline. It is also cost-efficient thanks to the optimized use of local compute. Innovapptive is carrying out this project in partnership with AWS, whose experts are helping fine-tune the models.

Innovapptive's roadmap focuses on a series of key themes that will expand the platform's capabilities and facilitate daily work for manufacturers. In terms of knowledge management and continuous improvement, the platform will be enhanced with a series of training and skills management features, including further implementation of AI in the onboarding and work assignment processes, augmented reality (AR)/virtual reality (VR)-based safety and maintenance simulations, dynamic skill scoring based on real task execution data, the integration of worker skill paths with field key performance indicators (KPIs), and auto-detection of issues and recommended actions through computer vision. The roadmap is also focused on optimizing spare parts management and strengthening change management, improving operational efficiency, and enhancing safety.

Innovapptive is also planning to expand its AI agentic workflows by introducing new agents for spare parts, knowledge and skills, and planning and scheduling, as well as offline support for all AI agents. The company empowers its single pane of glass vision by developing new integrations with SCADA and MES, as well as new dashboards that connect processes, people, and KPIs, displaying the value generated by the platform. All these enhancements have been outlined together with customers, as Innovapptive hosts monthly meetings with a Customer Advisory Council to hone the focus for platform development. The company actively partners with its customers to co-develop features and capabilities, many of which are already part of the platform.

Commercial Success

"Innovapptive has taken an innovative approach to AI, developing one of the most extensive AI agent portfolios available. These agents assist manufacturers with their maintenance, operations, reliability, safety, and analytics needs."

**- Juan Francisco Dell'Era,
Senior Research Analyst, Industrial
Automation & Software**

Innovapptive has been able to capitalize on these innovation efforts to achieve commercial success in the ACW market. The company is among the largest competitors in the end-to-end platforms segment of the market and is maintaining solid year-to-year revenue growth.

This success can be attributed to a series of strategic initiatives the company has pursued. One of Innovapptive's distinguishing features is its expertise in process industries, working alongside asset-

intensive companies with more than \$500 million in revenue across the chemicals, oil and gas, mining, and energy verticals. Innovapptive also serves hybrid industries such as pulp and paper and food and beverage. Its clients are mainly in North America, but the company does support operations in Europe and the Middle East.

Innovapptive's partner ecosystem has been key to expanding both its operations and its platform. This ecosystem is comprised of system integrators, which provide Innovapptive an extended reach to carry out implementations across different regions; technology partners that help to integrate the platform and create new solutions; and hardware partners that allow the platform to seamlessly connect with different

machines and devices used by the workforce, accessing new sources of data and augmenting workers' capabilities.

A key standout in this ecosystem is AWS. As mentioned before, the company is closely collaborating with Innovapptive to develop the SLM, but the joint efforts don't end there. The two companies have signed a strategic collaboration agreement that deeply integrates Innovapptive's platform with AWS and will allow it to scale the platform faster across locations, as well as open the door for future co-development of solutions. Moreover, both companies' sales and marketing teams will work together to engage Fortune 1000 customers and create a shared value scorecard framework to measure the tangible impact of the platform in manufacturing operations.

Innovapptive's marketing message amplifies the value proposition of the platform, communicating its productivity and cost-saving improvements. These efforts are targeted toward the C-suite in collaboration with Accenture, focusing on value-first creation that can address manufacturers' pain points. Innovapptive extracts this value by eliminating waste from maintenance budgets, freeing workforce capacity in maintenance by improving technician productivity, transitioning low-value tasks to operators, and optimizing maintenance, repair, and operations (MRO) spare parts spend.

A representative example of Innovapptive's measurable impact can be seen at Indorama's Port Neches, Texas manufacturing site. Through deployment of Innovapptive's unified execution platform, the site reduced its annual maintenance budget by approximately \$29 million. The initiative resulted in a reduction of 51 contractors, a decrease in overtime from 24% to 12%, and a reduction in maintenance backlog from 24 weeks to 10 weeks. Additionally, improvements in inventory accuracy from 89.5% to 99.5% unlocked multi-million dollar working capital through optimized MRO spare parts management. Based on these results, Indorama is scaling the initiative across its manufacturing network with an expected \$50-\$80 million enterprise-wide cost take-out opportunity.

Innovapptive has set a series of ambitious goals to accomplish in the near future, which will help extend its brand, tap into new markets, and continue to drive growth. To expand its vertical and regional presence, the company plans to enter the discrete market soon and, through its partnerships, expand its client base in Europe.

Conclusion

Innovapptive enables its customers to achieve remarkable cost savings thanks to a series of solutions devised to make operations more efficient and empower the frontline workforce. Its AI agents have the power to simplify and automate a variety of tasks, and its AI strategy has strong financial and technical support behind it. Innovapptive's roadmap for platform development has a clear user focus and continues to extend the platform's capabilities further into daily operations. Moreover, the company's partner ecosystem amplifies its reach and will play a key role in its growth plans. With its strong overall performance, Innovapptive earns Frost & Sullivan's 2026 Global Company of the Year Recognition in the Augmented Connected Worker, End-to-End Platforms industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Company of the Year Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends: Long-range scenarios are incorporated into the innovation strategy by leveraging megatrends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

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

