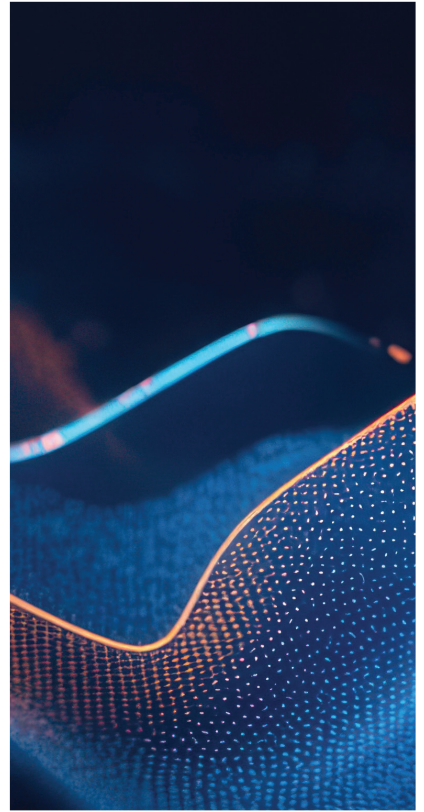
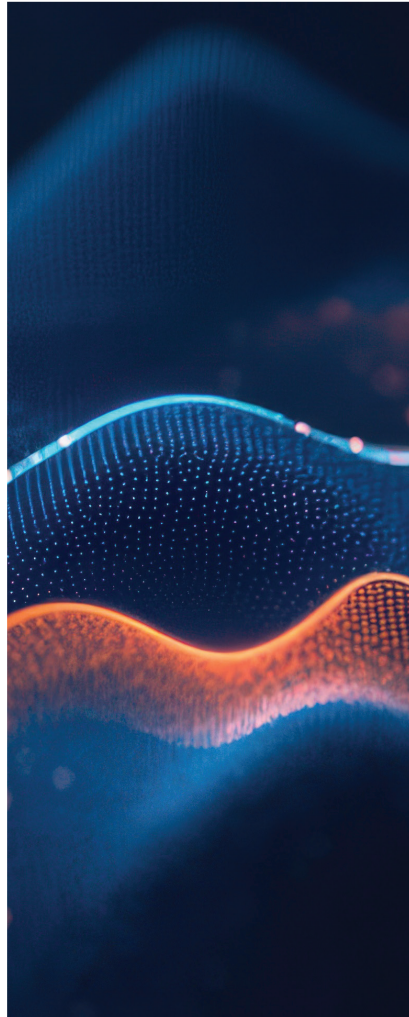


FROST & SULLIVAN  
**BEST PRACTICES**



2026

**GLOBAL AI  
CLOUD ERP**

**COMPANY OF THE YEAR**



ORACLE  
**NetSuite**

## 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. NetSuite excels in many of the criteria in the AI cloud ERP space.

RECOGNITION CRITERIA	
<i>Visionary Innovation &amp; 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 ERP Industry

AI is transforming how businesses operate. From start-ups to large enterprises, organizations are moving from understanding what happened to why it happened and what to do next. They seek AI-powered cloud ERP capabilities within products and services, along with comprehensive AI solutions that meet rising expectations. When investing in AI cloud ERP software, best data, unparalleled large language model (LLM) access, a strong ecosystem, best-in-class technology, and an AI-first user experience are more critical than ever.

#### Addressing Unmet Needs and Best Practices Implementation

Amid this scenario, Oracle NetSuite (NetSuite), headquartered in Austin, TX, offers an AI Cloud ERP all-in-one business software solution that combines data across ERP/financials, CRM, eCommerce, and more. NetSuite, with more than 43,000 customers worldwide, is at the forefront of how AI is reshaping cloud ERP. By unifying multiple AI technologies, delivering a protocol-driven AI integration layer (NetSuite AI Connector), and reimagining the in-product AI experience, NetSuite gives organizations a durable, differentiated advantage in speed, control, and insight.

AI performance depends on data quality, access, and verifiability. To address this, NetSuite released the NetSuite AI Connector Service in August 2025. As part of its biannual release cycle, the company continues to deliver new functionality in 2026. The AI Connector Service leverages model context protocol (MCP), a standard for structured communication between LLM-powered agents and enterprise systems. Unlike traditional point-to-point connection APIs that create fragmented

connections between systems, MCP enables a unified integration layer that connects multiple systems to LLMs through a standardized interface. This reduces complexity and lays the foundation for true agentic behavior and orchestration at scale.

NetSuite emphasizes that the best AI depends on the best data, and the best data comes from a unified suite. NetSuite brings all the data into one place so that the best data can be leveraged for AI. The NetSuite AI Connector Service, offered at no additional cost, enables access to leading LLMs

*“NetSuite emphasizes that the best AI depends on the best data, and the best data now comes from NetSuite. NetSuite brings all the data into one place so that the best data can be leveraged for AI. The NetSuite AI Connector, offered at no additional cost, enables access to leading LLMs such as Claude and ChatGPT. Customers can bring their own AI models and decide how they interact with NetSuite data. The connector integrates AI, tools and services into business systems, removing data silos.”*

**- Sankara Narayanan,  
Industry Director**

such as Claude and ChatGPT. Customers can bring their own AI models and decide how they interact with NetSuite data. The connector integrates AI, tools, and services into business systems, removing data silos. NetSuite supports more than 1,000 business objects capturing data across the suite and over 10,000 interconnections that contextualize data across the suite including finance, inventory, purchasing, sales, receivables, and operations. One of the advantages of NetSuite is that all these are connected — as an AI Cloud ERP suite, it provides context-rich, connected data that drives more accurate AI outcomes and actionable insights.

Customers use the NetSuite AI Connector Service across the suite for financial and operational workflows. By delivering real-time insights and control, NetSuite enables organizations to make informed decisions in real-time and adapt to changing market conditions. Trust remains central to NetSuite’s AI strategy. The company prioritizes auditable AI and verifiable outputs to avoid black-box decision-making. By embedding audit trails and traceability into AI-driven processes, NetSuite enhances transparency and enterprise confidence.

As AI models become more context-aware and capable, NetSuite provides secure, auditable, and verifiable data access to drive actionable value and automate real-world use cases. Its position within Oracle strengthens this capability. Customers benefit from Oracle Cloud Infrastructure (OCI), 23 AI database (Oracle's autonomous database), Oracle AI services, and an integrated AI platform and user interface. OCI’s investments in access to Claude and ChatGPT further support NetSuite’s AI roadmap. NetSuite focuses on applying these capabilities within its vertically integrated ERP, while Oracle manages the underlying infrastructure and AI services. Automatic updates with two major updates and enhancements monthly, ensure customers continuously benefit from the latest innovations.

Frost & Sullivan applauds NetSuite because when customers and prospects invest in NetSuite, they are investing in AI.

## Visionary Scenarios Through Megatrends and Financial Performance

Finance now serves as the primary stakeholder and growth driver within organizations, moving beyond bookkeeping and recordkeeping. NetSuite aligns its AI capabilities with enterprise-wide needs, with finance often serving as its core system of engagement. Frost & Sullivan finds that NetSuite has embedded AI across its suite and verticals, evolving from Classic AI to Generative AI and now Agentic AI. This progression reflects a significant expansion of AI capabilities within the platform.

Classic AI relies on ML and traditional deterministic models to analyze historical data and predict

*“NetSuite Next, powered by the Ask Oracle Digital Assistant, will offer a new UI and UX optimized for GenAI insights. By embedding AI directly into the interface rather than layering it on, NetSuite creates an AI-first ERP experience with direct access to leading LLMs.”*

**- Sankara Narayanan,  
Industry Director**

outcomes for recommendations, forecasting, and risk analysis. NetSuite continues to expand these capabilities across intelligent recommendations, anomaly detection, exception management, document understanding, forecasting, and predictive planning. GenAI, enabled by models such as ChatGPT and Claude, creates new content from data patterns, including text, images, and code. NetSuite has incorporated generative capabilities through natural language instructions, narrative insights, conversational experiences, and

interactive dashboards that explain the story behind the data and extend familiar AI interactions into business workflows.

Agentic AI enables agents to plan, decide, and coordinate autonomously across the suite, executing tasks based on user instructions. As the next step in intelligent operations, Agentic AI focuses on completing work, not just generating insights. NetSuite plans to release SuiteAgents in 2026 to advance this capability. In all cases, a human remains in the loop to monitor and oversee outcomes. From a performance perspective, NetSuite has grown from 37,000 to 43,000 customers over the past 2 years. All customers operate on the same software version, ensuring uniform access to updates and innovations.

## Customer Ownership Excellence and Customer Service Experience

NetSuite accelerates time-to-value with its SuiteSuccess methodology, enabling customers to deploy quickly. SuiteSuccess supports phased adoption, positioning customers to scale easily, grow efficiently, and update models as markets evolve. As customers assess how to prepare users for AI, NetSuite supports change management and AI adoption. Frost & Sullivan finds that NetSuite is customer-centric and offers AI capabilities that meet customers at their current stage of maturity.

NetSuite Next (to be generally available later this year to U.S. customers) is the next generation of NetSuite—AI embedded at the core of the system to make business software more intuitive, collaborative, and automated. AI is built in, woven into business processes, records, and analytics. NetSuite Next is centered around Ask Oracle, a natural language assistant that allows users to search, navigate, analyze, and act across the entire NetSuite dataset using their own

words. Switching to NetSuite Next is seamless, similar to toggling from classic Outlook to the new Outlook.

NetSuite also strengthens customer engagement through its NetSuite Associations and Buying Groups Program, launched in 2022 and expanding annually. About 165 associations participate, including groups such as Financial Executives International, CFO Alliance, and National Association of Manufacturing (NAM). Members receive preferred pricing and access to additional resources, and these networks increasingly share best practices. NetSuite further extends its reach through a partner ecosystem of more than 600 partners deploying AI solutions integrated with the platform.

With deployments across global sites, NetSuite maintains close customer engagement to ensure service quality and version alignment. Its enterprise portfolio spans implementation, consulting, customization, support, optimization, education, and change management, ensuring customers effectively gain maximum value from the suite.

## Conclusion

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Organizations require unprecedented data access and AI that is auditable, verifiable, and trustworthy. NetSuite's AI Cloud ERP addresses this need, ranging from embedded AI capabilities within NetSuite, the ability for customers to securely connect their own AI to NetSuite, to a completely redesigned AI experience with NetSuite Next. Data access is no longer a barrier, and audit trails and verifiable outputs strengthen trust. Across Classic AI, GenAI, and Agentic AI, NetSuite has combined various AI technologies throughout the suite and its verticals. As AI transforms how businesses operate, NetSuite enables organizations to move from understanding what happened to why it happened and what to do next. Best-in-class data, technology, ecosystem support, unparalleled LLM access through the AI Connector, and an AI-first user experience enhance the overall value proposition. Frost & Sullivan recognizes that NetSuite's AI meets customers where they are, and when customers invest in NetSuite, they invest in AI. For its strong overall performance, NetSuite is presented with Frost & Sullivan's 2026 Global Company of the Year Recognition in the AI cloud ERP market.

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

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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	<b>Opportunity Universe</b>	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	<b>Transformational Model</b>	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	<b>Ecosystem</b>	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	<b>Growth Generator</b>	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	<b>Growth Opportunities</b>	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	<b>Frost Radar</b>	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	<b>Best Practices</b>	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	<b>Companies to Action</b>	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 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



## 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)**

