

FROST & SULLIVAN
BEST PRACTICES



2026

GLOBAL AEC PROJECT
MANAGEMENT SOLUTIONS

COMPANY OF THE YEAR



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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. BST Global excels in many of the criteria in the AEC Project Management Solutions 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 Architecture, Engineering, and Environmental Consulting (AEC) Industry

Once considered a technology laggard, the architecture, engineering, and environmental consulting (AEC) industry is rapidly embracing digitalization. Spurred by increasingly demanding clients and un hospitable market conditions, AEC firms are turning to artificial intelligence (AI), cloud-native platforms, advanced analytics, and digital integration to design, deliver, and manage complex projects.

Providers of project management and ERP software are leveraging automation and integration into their solutions, to streamline project workflows across all industries. Yet the complexity and capital costs associated with projects managed by AEC firms mean that cross-industry software isn't sufficient. AEC firms face urgent industry challenges, including rising costs, shortages of skilled labor, and evolving compliance requirements. They must make decisions rapidly, yet their ability to do so is hindered by remote and distributed operations and often outdated and mismatched legacy systems. To remain competitive, AEC companies must manage project health, optimize resource deployment, and protect margins in real time.

In truth, automating workflows and embedding AI functionality into traditional ERP or financial reporting software isn't enough to deliver the visibility and control that AEC firms need. AEC firms require maximum real-time visibility into key indicators of project health. They require a single source of truth, actionable by all key stakeholders. And they require analytics that don't just look backward to explain what went wrong but instead accurately predict what could go wrong without action.

In this context, BST Global continues to lead the transformation of the AEC industry with its innovative project intelligence™ solutions for the AEC industry.

Visionary Innovation and AI-Enabled Project Intelligence: Redefining the Possible

The AEC professional services sector has long suffered from a chronic inability to act on project risks before they materialize into cost overruns and eroded margins. Traditional project management systems were architected for backward-looking financial reporting — not forward-looking intelligence. The result has been a widespread pattern of reactive management: project leaders discover problems only after they have become irreversible or after wasting considerable time and money. BST Global has fundamentally disrupted this paradigm, delivering the AEC industry's first purpose-built AI-powered project intelligence™ platform designed to shift project management from reactive reporting to proactive performance optimization.

“BST Insights Profit Intelligence functions as a predictive analytics platform specifically tailored for the AEC industry. Similar to a GPS device for projects, it leverages AI and machine learning to track more than 35 digital signals to shift AEC project and operations teams from hindsight reporting to proactive guidance.”

**- Lynda Stadtmueller,
Associate Partner, ICT Research**

With more than 50 years of domain expertise, BST Global is recognized as a pioneer in redefining how AEC firms manage projects, financials, and organizational performance. The company has moved beyond traditional enterprise resource planning (ERP) and project management solutions to create a new category of AI-powered project intelligence solutions, with an innovative portfolio including BST Insights Profit Intelligence, BST11 ERP, BST11 Work Management, and Resource Management powered by Audere.

At the heart of this category creation is a foundational insight: that project health must be measured prospectively, not retrospectively. BST Insights Profit Intelligence functions as a predictive analytics platform specifically tailored for the AEC industry. Similar to a GPS device for projects, it leverages AI and machine learning to track more than 35 digital signals to shift AEC project and operations teams from hindsight reporting to a “predict + preempt” operating model. This capability empowers project managers within AEC firms to easily identify the factors influencing their projects and implement timely course corrections, thereby positively impacting overall profitability. Focusing on net labor multiplier (NLM) and gross profit margin (GPM) as leading indicators, BST Insights Profit Intelligence cuts through data noise so that project teams know exactly what is impacting project health, with the flexibility to adjust the target NLM or GPM from one project to the next. While competing vendors in the broader project management software space continue to build dashboards anchored in historical data, BST Global is delivering genuine foresight, enabling firms to intervene while results can still be influenced.

Application Diversity and Portfolio Breadth: An Integrated Ecosystem for Every AEC Need

One of the defining weaknesses in the AEC technology marketplace has been fragmentation. Professional services firms are frequently forced to stitch together an array of disconnected tools (for example, one for project management, another for financials, and a third for resource planning) creating workflow friction, data gaps, and reconciliation burdens that undermine the efficiency they seek to achieve. BST

Global has deliberately architected its solution portfolio to address this pain at its root, offering a coherent, fully integrated ecosystem designed to serve the AEC firm across its entire operational footprint.

Beyond its flagship offering, BST11 ERP, the company provides work management, predictive insights, and resource management solutions to complement a firm's existing ERP. More than 120,000 architects, engineers, and consultants in 65 countries across six continents rely on BST Global's solutions each day to successfully manage their projects, resources, finances, and client relationships.

BST Global also introduced BST Connect™, a cloud-based integration platform as a service (iPaaS) launched in 2024. BST Connect allows data to be shared between BST11 solutions and other critical business systems, providing a seamlessly integrated experience and improving process efficiency. This integration layer is critically important: it allows AEC firms already invested in third-party enterprise platforms to extend the intelligence and analytics capabilities of BST Global without ripping and replacing existing infrastructure. The company supports legacy and cloud-native deployments, allowing clients to transition at their own pace while benefiting from advanced capabilities such as predictive analytics and AI integration. This client-centric flexibility — meeting organizations where they are while guiding them toward where they need to be — distinguishes BST Global from vendors whose rigid platform strategies impose disruptive transitions that add cost and risk.

Megatrend Alignment and ERP Transformation: Building the Intelligent Enterprise of Tomorrow

The convergence of cloud-native architectures, AI, and advanced analytics is fundamentally altering the landscape for enterprise platforms. Cloud-first is now the default in AEC-adjacent enterprise software markets. BST Global recognized this megatrend earlier than most competitors in the AEC software space and built its entire strategic roadmap to capitalize on it.

BST Global's vision extends beyond point solutions to a comprehensive reimagination of enterprise systems for project-based organizations. BST Global's predictive, intelligence-driven platform unifies project operations, finance, and resource management. The roadmap for the company's next-generation ERP solution, BST ERP, will continue to be structured around three core principles:

- simplifying business processes by eliminating operational friction
- unifying teams across project delivery, operations, and finance
- unleashing professionals through automation and intelligent insights

Built on modern data infrastructure including Microsoft Fabric, the BST ERP architecture will enable real-time data availability, advanced analytics, and AI-driven decision-making at scale. While several competitors in the broader enterprise software space have announced AI-adjacent features bolted onto legacy platforms, BST Global's architecture has been natively intelligence-first, designed from the ground up to support machine learning (ML) models, autonomous agents, and real-time data pipelines that transform raw project data into actionable strategic insight. The result is an enterprise platform that does not merely record what has happened but actively shapes what will happen next.

Autonomous Innovation and Process Automation: Eliminating Friction from Contract to Cash

The promise of AI is often undermined in enterprise software by its relegation to advisory roles — surfacing insights that still require humans to manually act on them, feeding an endless cycle of analysis

without resolution. BST Global's approach to AI breaks this pattern through the deployment of autonomous AI agents that do not just inform decisions, but actively and safely execute workflows on behalf of their users, eliminating the inefficiencies that consume the time and cognitive energy of highly skilled professionals.

One prominent example is its intelligent billing solution, which will automate the contract-to-cash cycle. These agents will continuously monitor project and financial data, calculate confidence scores, and determine the optimal billing path — ranging from automatic invoice generation to human-in-the-loop review. By reducing unnecessary manual intervention, organizations will be able to accelerate billing cycles, improve cash flow, and minimize operational overhead. For AEC firms that often operate with complex, multi-milestone billing structures tied to project deliverables and regulatory signoffs, this level of automation will be a transformative advancement in operational efficiency and cash management.

BST Insights Profit Intelligence features AI-powered predictions fused with anomaly analytics to surface issues and pinpoint their drivers through clear transaction-level drilldowns. Armed with this analysis, project managers and project directors can confidently make meaningful changes to how their projects are resourced in real time, for example, identifying roles that can be staffed more cost-effectively to better align with the economic footprint of the project. This level of granular, continuously refreshed, and actionable intelligence is simply not replicable by platforms built on generic project management frameworks that lack AEC-specific domain depth. Where competitors require a human analyst to interpret dashboards and formulate recommendations, BST Global delivers accurate predictive guidance that is already calibrated to the specific economics and workflows of the professional services firm.

Customer Ownership Excellence and Experience: Partnership as a Business Model

“By designing for the end user — the project manager managing a portfolio of complex multi-discipline engagements, not just the IT administrator configuring the system — BST Global dramatically accelerates the time to value for its clients, ensuring that the benefits of AI-driven project intelligence are realized quickly and broadly across the organization.”

**- Lynda Stadtmueller,
Associate Partner, ICT Research**

AEC firms require more than software; they require a trusted partner who understands the unique operational cadence, financial model, and delivery dynamics of their industry. BST Global has built its entire go-to-market approach around this insight, differentiating itself through a deeply collaborative, partnership-oriented business model that extends well beyond software licensing into ongoing co-creation and client-specific innovation.

The company works closely with customers to co-create solutions tailored to their specific needs and maturity levels, recognizing that organizations are at

different stages of their AI and digital transformation journeys. This is a materially different approach from the transactional, feature-driven sales motion that characterizes many of BST Global's competitors. By investing in the long-term success of each client relationship, BST Global creates a virtuous cycle of engagement, adoption, and innovation that builds enduring loyalty and deepens the platform's value over time.

Whether clients are migrating from on-premises solutions or embracing BST Global's latest cloud-native platforms, the company supports them with tailored implementation, data migration, and ongoing reporting services to ensure a smooth, effective transition. BST Global's consumer-grade mobile applications and Waze-inspired user interface reduce training time and accelerate user adoption. By designing for the end user (that is, the project manager managing a portfolio of complex multi-discipline engagements, not just the IT administrator configuring the system) BST Global dramatically accelerates the time to value for its clients, ensuring that the benefits of AI-driven project intelligence are realized quickly and broadly across the organization.

Brand Equity and Thought Leadership: Defining the Industry's Future

Frost & Sullivan commends BST Global for setting the standard in market responsiveness, ecosystem collaboration, and customer experience. The company's launch of the AI + Data Consortium in October 2024 demonstrates its commitment to advancing the AEC industry through collective benchmarking and standard setting. This initiative, bringing together leading AEC professional services firms to collaborate on AI adoption frameworks, data standards, and benchmarking methodologies, positions BST Global as a catalyst for industry-wide transformation, not merely a participant in it. By convening the sector's thought leaders under a shared framework for AI excellence, BST Global accelerates the market evolution that its products are designed to enable.

Led by CEO Javier A. Baldor and a dynamic C-suite team, the company actively engages with industry and technology stakeholders through initiatives such as AI summits and conferences focused on advancing AI adoption and data-driven innovation. These initiatives translate into tangible brand equity with BST Global's target client base, creating gravitational pull toward the company not just as a software vendor, but as the authoritative intellectual home of AEC project intelligence.

Conclusion

BST Global is leading the charge as the AEC industry transforms from reliance on legacy ERP and product management tools to AI-driven project intelligence and autonomous operations. BST Insights Profit Intelligence delivers predictive insights, enabling project leaders to confidently make real-time decisions that improve project financial outcomes. Autonomous billing agents, cloud-native ERP roadmap, consumer-grade user experience, and globally proven implementation methodology reflect a company that executes as effectively as it innovates. Furthermore, by founding the AI + Data Consortium and participating in key industry summits, BST Global has demonstrated its commitment beyond its own client base to the AEC professional services industry at large, cementing its position as the definitive thought leader of the intelligent project management era.

For its strong overall performance, BST Global is presented with Frost & Sullivan's 2026 Global Company of the Year Recognition in the AEC Project Management Solutions 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

