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BEST PRACTICES



2026

GLOBAL ENTERPRISE VIDEO PLATFORM

COMPANY OF THE YEAR

kaltura

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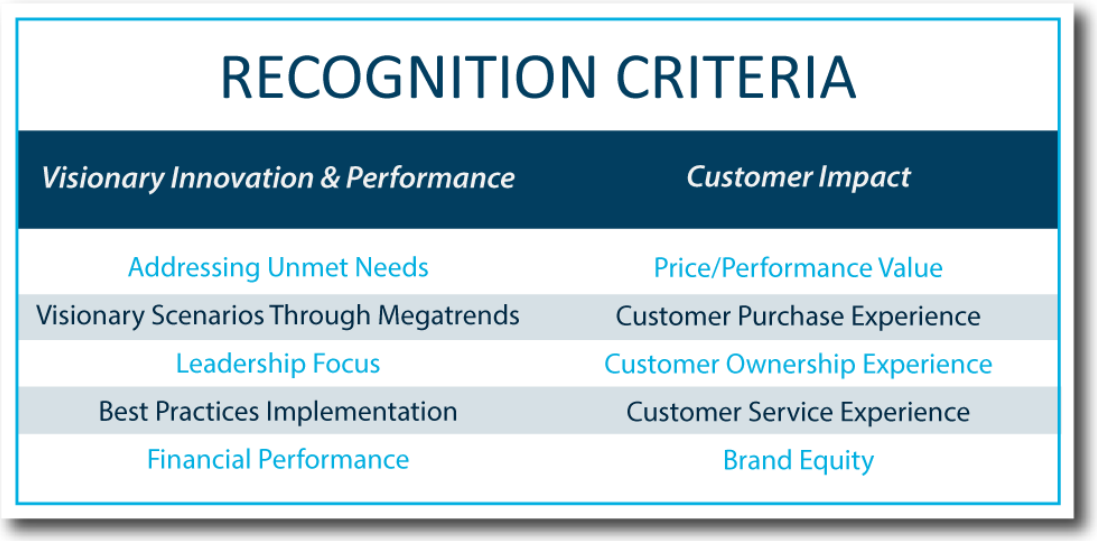
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Best Practices Criteria for World-Class Performance

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. Ericsson excels in many of the criteria in the Enterprise Video Platform space.



The Shift from Enterprise Video to Intelligent Engagement

> *"By positioning video as a core engagement channel rather than a standalone media asset, Kaltura is aligning with a key market shift in how organizations assess long-term platform value. Through agentic avatars and digital journey orchestration, the company is expanding its relevance across customer, employee, and learner engagement within a broader vision of intelligent enterprise engagement."*
>
> ***– Manuel Albornoz,***
> ***Senior Research Analyst***

The enterprise video platforms (EVP) market continues to grow as organizations make video a central channel for internal communications, training, marketing, customer support, and broader digital engagement. The market reached $1.1 billion in 2025 and is on track to record an 11% compound annual growth rate through 2032, surpassing $2 billion.[1] This growth also reflects a more complex operating environment. Enterprises no longer view video platforms as simple tools for hosting and streaming content. Instead, they expect them to support mission-critical workflows, connect with core enterprise systems, automate processes, and generate measurable business value. At the same time, organizations are replacing fragmented point solutions with more unified platforms that deliver greater efficiency, scalability, and user experience. In this environment, Frost & Sullivan points out that EVP vendors must move beyond traditional content management and meet a broader set of functional, operational, and experience-driven demands.

[1] *Frost Radar™: Enterprise Video Platforms, 2025* (October 2025)

Artificial intelligence (AI) is the most disruptive force shaping the enterprise video platforms market; yet it is also making competition even more complex. Earlier EVP solutions centered on storage, playback, metadata, and basic search. In 2026, enterprises expect AI to transform how video is created, localized, searched, repurposed, and consumed. They want natural language discovery, contextual answers, conversational interfaces, and interactive guidance, rather than passive viewing experiences. This shift raises expectations for every vendor because AI is becoming part of the platform's operational foundation. To compete effectively, providers must pair strong media management capabilities with conversational discovery, real-time interaction, and intelligent workflow support, while still meeting enterprise requirements for security, governance, and reliability.

The market is also evolving under practical implementation pressures tied to scale, accessibility, and content usability. Enterprises often manage large, growing libraries of video and related assets, increasing the need for stronger discoverability, metadata accuracy, localization, and accessibility support. Organizations expect platforms to summarize, enrich, caption, translate, and adapt video content for different audiences and use cases.

At the same time, they want these platforms to support a wide range of engagement models across websites, webinars, help centers, digital events, learning management systems (LMS), and internal knowledge hubs. This dynamic creates a significant challenge for vendors. They must support more channels, more content types, and more intelligent interactions without adding friction for customers. As video becomes more deeply embedded in customer and employee journeys, the market challenge extends well beyond content delivery. Vendors must make enterprise videos actionable, adaptive, and operationally efficient at scale. Frost & Sullivan recognizes how Kaltura is positioning itself near the forefront of this shift, extending beyond traditional video experiences toward more conversational, interactive, and AI-guided digital engagement across the enterprise.

Kaltura: Repositioning from Enterprise Video to Agentic Digital Experiences

Founded in 2006 and headquartered in New York City, Kaltura is an agentic digital experience company that provides the infrastructure for intelligent enterprise engagement. Its platform combines intelligent content creation, enterprise-grade content management and intelligence, and multimodal conversational engagement capabilities in a unified environment that helps organizations create, manage, distribute, and activate digital content at scale. A key differentiator is Kaltura's unified support for both external and internal use cases, allowing organizations to engage customers, audiences, and partners while also enabling employee communication, training, and learning within the same platform. Kaltura serves enterprises, financial institutions, healthcare and pharmaceutical companies, technology leaders, educational institutions, media and telecom providers, and other organizations worldwide.

Kaltura's portfolio spans several connected layers of functionality. At its foundation, the company provides an AI-enhanced video and content environment that supports video portals, LMS-based learning experiences, virtual classrooms, virtual events, and webinars. Built on that foundation, Kaltura offers a Genie family, including Work Genie for enterprise knowledge environments, Class Genie for learning environments, and single-video Genie for asset-specific question answering, as well as Content Lab for AI-driven enrichment and repurposing. The platform further extends into conversational engagement through Agentic Avatars and related software development kit (SDK) tools, which connect real-time avatar

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>
> ***– Manuel Albornoz, Senior Research Analyst***

interactions with Kaltura's governed knowledge layer. Kaltura recently launched its Avatar Video Studio that transforms enterprise knowledge into structured, avatar-led video experiences that can be created in minutes, distributed at scale, and extended into real-time, interactive engagements. Following its definitive agreement to acquire PathFactory and its early integration work, Kaltura has also expanded into content intelligence, journey orchestration, and conversation-led engagement. Together, these elements form a complete architecture for intelligent content creation, governed knowledge access, and interactive digital engagement.

From Enterprise Content to Conversational Intelligence

Kaltura has aligned its strategy with one of the most important shifts in the EVP market: the move from static video delivery to conversational, interactive, and AI-guided experiences that adapt to users in real time. In this environment, enterprises place greater value on platforms that can capture first-party behavioral signals throughout the user journey, foster deeper engagement, and consolidate fragmented tools within integrated environments that automate workflows, lower costs, and improve measurable outcomes.

By positioning video as a core engagement channel rather than a standalone media asset, Kaltura is aligning with a key market shift in how organizations assess long-term platform value. Through agentic avatars and digital journey orchestration, the company is expanding its relevance across customer, employee, and learner engagement within a broader vision of intelligent enterprise engagement.

A major unmet need in the market is the difficulty organizations face in extracting value from growing volumes of enterprise content. Search-based approaches often rely on strong metadata discipline and assume that users already know what they need to find. Kaltura addresses this gap through Genie, which enables natural language queries across approved organizational content and returns answers drawn from videos, documents, frequently asked questions, datasets, optical character recognition (OCR)-derived on-screen text, and metadata. Generated responses from Genie, a conversational AI capability offered by Kaltura, are returned in structured text, video flashcards, or through an Agentic Avatar. This model reduces friction in knowledge access and makes complex content environments easier to navigate, especially as enterprise libraries continue to expand.

Kaltura extends this same approach to live interaction through its Agentic Avatars, which bring conversational, context-aware AI video engagement to websites, products, video portals, webinars, digital events, LMS environments, and help centers. These avatars function as digital experts that guide users through complex tasks and support ongoing engagement across a wide range of business applications. Powered by generative AI, they enable natural, two-way conversations in more than 30 languages.[2]

[2] "Meet Kaltura's Agentic Avatars" (Kaltura website: https://corp.kaltura.com/agentic-avatars/)

Kaltura's Agentic Avatars also deliver robust performance, including 95% accuracy in interpreting user queries, 24-hour availability, and more than one million user interactions each month.[3]

Kaltura further broadens access to these capabilities through native integrations with Adobe Experience Manager, WordPress, Drupal, Salesforce, Hubspot, Marketo, Eloqua, and others allowing organizations to embed conversational avatars, AI-powered video intelligence, conversational search, interactive video, and content enrichment directly into existing digital properties without the need for migration or custom development.

Operationalizing AI at Scale Through Workflow Automation, Modularity, and Platform Execution

Kaltura's differentiation in the EVP market is evident in how it turns its vision into structured, workflow-driven execution. The company embeds AI into repeatable processes that help organizations prepare, enrich, govern, and activate content at scale. This approach is visible in its AI-powered workflow agents for accessibility, publishing, and moderation, which streamline content operations by automating recurring, high-value tasks.

In addition, Kaltura's Content Lab supports a broad set of repurposing and enrichment capabilities that help organizations extract greater value from existing media assets. The company positions Content Lab as an AI-powered repurposing engine that can generate clips, summaries, and chapters from recorded content, making long-form media easier to reuse, navigate, and distribute across engagement, learning, and communications workflows. These capabilities work alongside Kaltura's broader enrichment stack, including metadata support, OCR, captioning, translation, dubbing, and additional audio-track services, giving organizations a more efficient way to make content searchable, accessible, and adaptable for different audiences and formats without relying on labor-intensive manual production.

Kaltura extends this workflow approach beyond asset preparation to include audience insights and post-event activation. In its events environment, the company offers AI assistant features and sentiment analysis within the Chat & Collaboration experience, giving moderators visibility into audience mood, engagement levels, and suggested actions during live sessions. It also offers lead-scoring reports for webinars, helping organizations connect attendee behavior, engagement signals, and event participation more directly to marketing automation, sales follow-up, and conversion-oriented workflows.

Kaltura further reinforces this implementation model through its platform architecture. The company follows an API-first approach across its broader product environment and uses its Unisphere framework to support faster, more modular application development. This architectural model gives customers greater flexibility in deploying, connecting, and customizing features across their environments. It also helps enterprises embed intelligent video experiences into existing workflows and digital properties, rather than managing them as standalone tools. By combining modular development with embedded deployment options, Kaltura reduces the friction often associated with new capability rollouts and increases the likelihood that customers can operationalize AI features in a scalable way that aligns with existing systems.

[3] Ibid.

These implementation choices directly shape the ownership experience customers receive after purchase. Kaltura designs its AI capabilities not only to improve access to information but also to maintain trust, governance, and usability as adoption expands across teams and workflows. Genie operates exclusively within approved organizational content and supports secure, role-based access, ensuring that users can view only the content they are authorized to access. Moderation Agent analyzes video content and ensures all videos are aligned to corporate policies before they are published. Kaltura also states that it does not use customer data to train external AI models, reinforcing enterprise expectations around privacy, control, and responsible AI deployment.

This combination of workflow automation, architectural flexibility, and enterprise safeguards improves customer experience after deployment, making the platform easier to scale, easier to trust, and more durable as content and engagement needs evolve. That position is reinforced by recent proof points, including Kaltura's certification under the International Organization for Standardization and International Electrotechnical Commission 42001, the standard for artificial intelligence management systems, which validates its approach to building, governing, and scaling AI securely and responsibly across enterprise workflows. It is also reinforced by Kaltura's March 2026 partnership with Cornerstone to deliver integrated AI-powered digital learning experiences and its March 2026 partnership with Descript to support integrated AI-powered video creation and editing in enterprise and regulated environments.

Expanding Customer Value Across Learning, Marketing, Support, and Digital Journeys

Kaltura's customer value is most evident in the breadth of environments and use cases its AI-enabled offerings support after deployment. Its agentic and conversational capabilities extend across websites, video portals, webinars, digital events, LMS environments, and help centers, allowing customers to deliver intelligent engagement in the channels where employees, learners, and external audiences already interact. Kaltura also applies these capabilities across a broad set of functions, including employee experience, learning, customer experience, marketing, and television experiences. Its reach across industries further strengthens this value proposition, with traction among organizations in technology, financial and business services, healthcare and pharma, information technology and professional services, retail and manufacturing, education and the public sector, and media and telecommunications.

Kaltura positions its employee experience use cases around onboarding, internal communications, and day-to-day employee support, while its learning use cases are designed to transform courses and training into two-way interactions with guidance delivered at the moment of need. The company also extends this value proposition to customer-facing and revenue-generating engagements. Its customer experience use cases focus on responsive, context-aware support that answers questions, reduces friction, and strengthens customer relationships. At the same time, its marketing use cases are designed to engage visitors across digital touchpoints and move them more effectively through the customer journey through personalized engagement at scale.

A public example shows how this model can generate measurable business impact. Christie's Portugal deployed real-time conversational avatars to help prospective buyers explore real estate listings outside normal working hours, including the ability to surface relevant properties and present video

walkthroughs. In that deployment, the avatars were associated with $100 million in revenue.[4] Because Kaltura positions this same technology for both internal and external communication, it offers customers a broader engagement layer that can support multiple stakeholder groups through a single platform.

Operational Progress and Strategic Expansion

In Fiscal Year 2025, Kaltura reported total revenue of $180.9 million.[5] In Q4 2025, revenue reached $45.5 million, exceeding the midpoint of guidance, while the company recorded its 10th consecutive quarter of profitability.[6] This combination of revenue stability and sustained operating discipline strengthens Kaltura's position in a market where customers and partners increasingly value vendors that pair innovation with long-term durability.

Commercial traction in 2025 further reinforces this performance profile. Kaltura stated that Q4 2025 new bookings increased sequentially to the highest level of the year, including two seven-digit deals and 15 six-digit deals in total contract value. The company also booked seven new AI deals for Content Lab and Genie, signaling tangible demand for the newer capabilities supporting its shift toward AI-guided and conversational engagement. Looking ahead, Kaltura is projected to generate $183.7 million in total revenue for 2026, with subscription revenue expected to account for 95% of that total.[7]

Kaltura is using acquisitions, product launches, and ecosystem expansion to strengthen its broader intelligent engagement platform. In March 2026, the company said it had closed the eSelf.ai acquisition, signed a definitive agreement to acquire PathFactory, launched the beta of Avatar Video Production Studio, and expanded the commercial availability of its Agentic Avatars and related Avatar SDK capabilities.[8] These moves added conversational avatar technology, content intelligence, and journey orchestration to Kaltura's existing video and digital experience foundation.

By April 2026, Kaltura publicly highlighted native CMS integrations, the debut of its Agentic Revenue Engagement platform at Adobe Summit, and early combined PathFactory and Agentic Avatar use cases designed to support more sophisticated buyer journeys from first click to closed-won.[9] This messaging shows Kaltura moving beyond point-feature expansion and toward a more unified go-to-market architecture that connects content creation, content intelligence, and real-time conversational engagement. In addition, PathFactory brings an installed base of more than 100 enterprise customers, giving Kaltura a meaningful opportunity to extend broader intelligent engagement capabilities into an already established set of content intelligence deployments.[10] Taken together, these moves show a company expanding its platform scope quickly while backing that strategy with a more visible, consistent execution cadence.

[4] Frost & Sullivan Interview with Kaltura (April 2026)
[5] Kaltura Investor Presentation (March 2026)
[6] Ibid.
[7] Ibid.
[8] "Kaltura Announces Fourth Quarter and Full-Year 2025 Financial Results" (Kaltura press release, March 2026)
[9] "Kaltura to Showcase Agentic Revenue Engagement Platform at Adobe Summit 2026, Demonstrating How Agentic AI Avatars and Content Intelligence Turn Static ABM Pages Into Real-Time Conversations" (Kaltura press release, April 2026)
[10] "Kaltura Signs Definitive Agreement to Acquire PathFactory.ai" (Kaltura press release, March 2026)

Conclusion

Kaltura operates in an enterprise video platforms market that is shifting toward more intelligent, interactive, and workflow-oriented engagement. Its strategy aligns closely with this transition through AI-enabled capabilities that support conversational discovery, content enrichment, multilingual delivery, and real-time digital interaction across a wide range of enterprise touchpoints.

Frost & Sullivan appreciates how the company extends this value across employee experience, learning, customer engagement, and marketing use cases, reinforcing its platform's flexibility and relevance across diverse operating environments. At the same time, Kaltura complements this innovation focus with sustained profitability, continued product expansion, and strategic acquisitions that broaden its platform reach and strengthen its digital journey orchestration capabilities.

Overall, Kaltura is making a compelling case that enterprise video is no longer just a content management function, but an increasingly important layer of organizational intelligence, engagement, and execution. With its strong overall performance, Kaltura earns the 2026 Frost & Sullivan Global Company of the Year Recognition in the Enterprise Video Platform industry.

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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.

		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

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.

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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)

