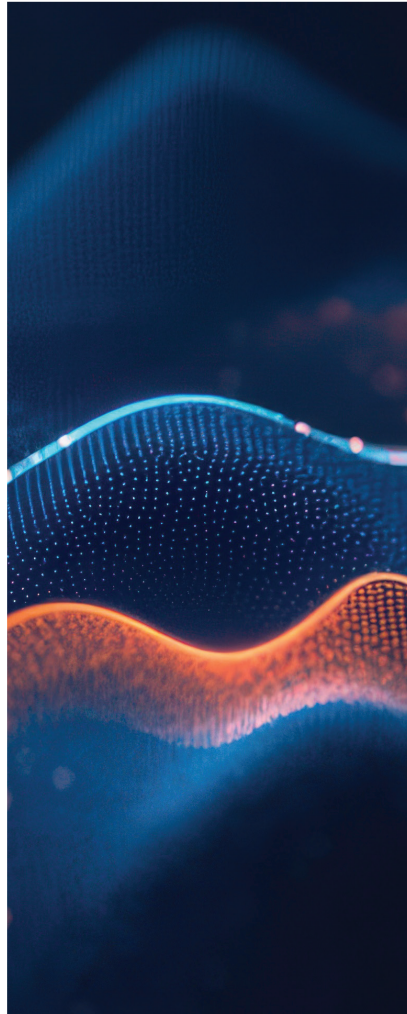


FROST & SULLIVAN
BEST PRACTICES



2026
GLOBAL COMMAND
AND CONTROL

COMPANY OF THE YEAR



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. Octave excels in many of the criteria in the command and control 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 Command and Control Industry

The command and control (C2) solutions industry is undergoing a fundamental transformation, driven by the convergence of physical security, public safety, and operational intelligence into unified, software-defined environments. Traditionally, C2 systems functioned as centralized monitoring hubs, aggregating inputs from video, access control, and dispatch, but remained largely passive. Today, this model is evolving into intelligence-led, context-aware ecosystems, where the focus shifts from visibility to coordinated, real-time decision-making across complex and distributed environments.

The rapid proliferation of sensors and data is expediting this transformation. Modern infrastructure, from airports and transit systems to utilities and smart cities, now operates with thousands of interconnected devices. While this has increased data availability, legacy systems struggle to interpret and operationalize it in real time. As a result, organizations are moving away from fragmented architectures toward platforms that can unify data streams and convert them into actionable intelligence.

At the core of this evolution is the rise of context-aware command and control platforms that create a dynamic common operating picture. Unlike traditional systems that present isolated alerts, next-generation solutions embed analytics, workflows, and automation directly into the operational layer. This enables faster incident detection, improved situational awareness, and more structured response execution—critical in environments where delays or misinterpretation can have significant safety and financial consequences.

The industry is also shifting from reactive to proactive operations. Advances in AI-driven analytics, sensor fusion (including video and LiDAR integration), and predictive capabilities allow organizations to anticipate incidents rather than simply respond to them. In parallel, cloud-native architectures are enabling scalability and multi-agency collaboration, while the convergence of physical and cyber domains is creating a more holistic approach to risk management—particularly in sectors such as energy, transportation, and government.

Frost & Sullivan’s analysis shows that this transformation is driving sustained investment; the global C2 market is projected to grow from \$13.19 billion in 2025 to \$24.20 billion by 2030 at a CAGR of 12.91%¹, reflecting strong demand for integrated, intelligence-driven platforms. Organizations are prioritizing solutions that deliver unified situational awareness, intelligent automation, and scalable deployment models. While North America and Europe remain leading adopters, Asia-Pacific is emerging as a high-growth region. Ultimately, command and control is evolving from a support function into a strategic operational capability, with solution providers increasingly evaluated on their ability to enable faster decisions, improve coordination, and deliver measurable outcomes.

From Fragmented Systems to Intelligence-Led Operations: Octave’s Blueprint for Next-Generation Command and Control

Octave, founded in 2026 and based in Huntsville, Alabama, is an independent software company formed from Hexagon’s spin-off of several businesses including Asset Lifecycle Intelligence, Safety, Infrastructure & Geospatial, ETQ, Bricsys, and Projectmates. This foundation positions Octave at the center of a rapidly transforming operational technology landscape, where organizations are shifting away from siloed, reactive systems toward unified, context-aware intelligence platforms.

Octave’s differentiation in command and control solutions lies not in adding incremental capabilities, but in fundamentally redefining how security operations are executed. Through its Coda portfolio, Octave delivers a context-aware intelligence platform that unifies surveillance, incident management, and operational workflows into a single decision-making environment, addressing one of the most persistent gaps in the industry: the lack of real-time, actionable context across systems.

At the core of this approach is the integration of capabilities that have traditionally operated in silos. Coda Video and Coda Video Cloud provide scalable video management with embedded analytics, while Coda Spatial introduces LiDAR-based volumetric detection, significantly improving detection accuracy and

reducing false alarms. These are tightly integrated with Coda Orchestrator, which combines fragmented alerts across physical security information management (PSIM) and incident management systems into structured, workflow-driven responses. Coda Umbrella further enables centralized monitoring and configuration across distributed environments, allowing organizations to manage thousands of sites as a unified operational system. Octave’s

“Octave is not merely integrating security systems—it is redefining them into a single, context-aware operational layer where decisions are made in real time, not after the fact.”

Pranav Sahai
Research Analyst, Security

¹ Command & Control Solutions, Global, 2025-2030

price/performance value is closely tied to this unified approach. By consolidating multiple functional layers into a single platform, the company eliminates the need for extensive integration and customization, significantly reducing total cost of ownership.

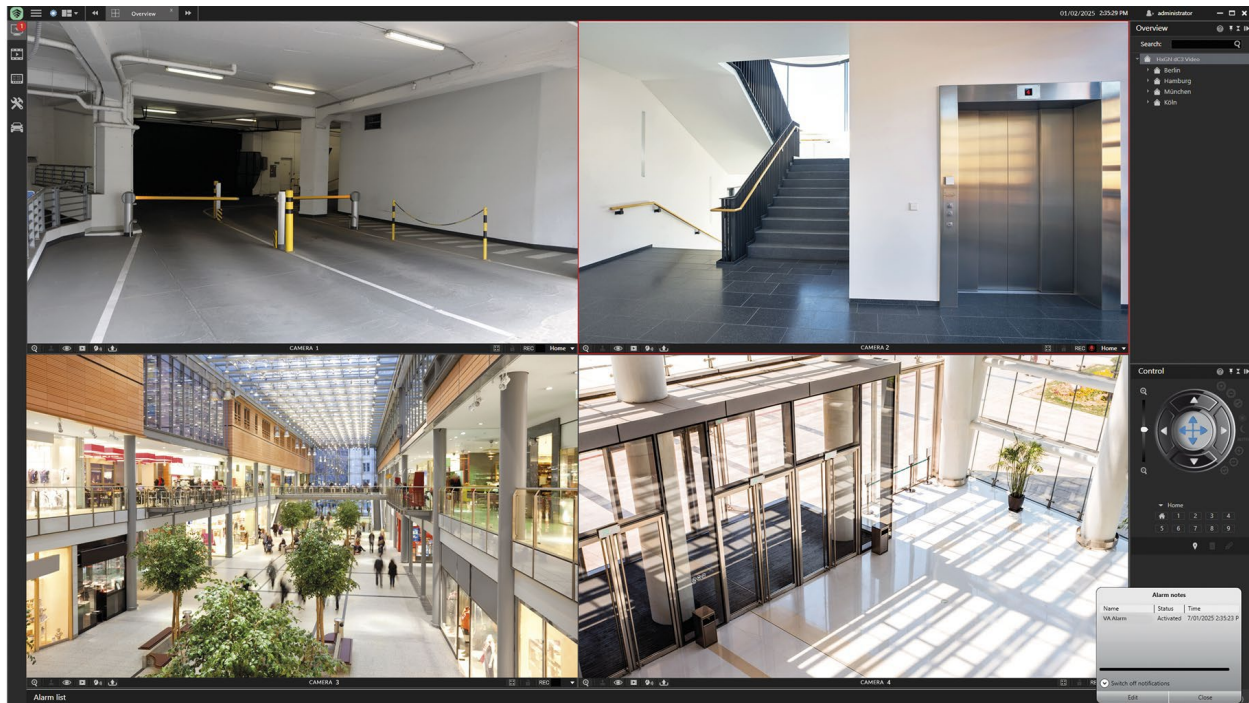
Octave's solution architecture directly addresses three critical unmet needs for customers. First, Octave resolves limited situational awareness by unifying fragmented video, access control, dispatch, and sensor systems into a real-time common operating picture. Second, Octave embeds structured workflows and automation to guide response execution, shifting security operations away from reactive, manual interventions. Third, scalability challenges for multi-site and multi-agency environments are overcome through a centralized, cloud-enabled architecture that removes integration complexity.

Customer adoption reflects strong alignment with these needs. Deployments across transportation networks, airports, and critical infrastructure demonstrate measurable improvements in incident response, coordination, and operational visibility. Organizations can accelerate investigations, standardize compliance processes, and reduce false alarms; outcomes that directly enhance both efficiency and safety. This operational foundation underpins Octave's leadership strategy among the emerging category of context-aware command-and-control intelligence platforms. While traditional vendors remain confined to individual domains such as VMS, PSIM, or dispatch, Octave unifies these capabilities into a continuous operational layer where situational awareness and response execution are inherently connected. This creates demand in a space where competitors—limited by legacy architectures—are still attempting to integrate disparate systems rather than redesign them.

Octave's first-mover advantage is reinforced by its ability to scale across complex environments. High-throughput deployments in sectors such as transportation, critical infrastructure and retail demonstrate how the platform can maintain consistent decision-making while operating across large, distributed infrastructures. In contrast, competing solutions often rely on modular enhancements, such as adding analytics or cloud features, without fundamentally addressing system fragmentation. Octave's architecture, designed around convergence from the outset, enables faster deployment, reduced reliance on third-party integration, and more cohesive operational outcomes.

Equally important is the performance impact. The integration of LiDAR-based detection and advanced analytics improves event accuracy, reduces false positives, and enables faster response times. This allows organizations to manage larger and more complex environments without proportionally increasing staffing requirements. Customers consistently report improvements in incident handling, investigation timelines, compliance reporting, and centralized oversight; demonstrating that the platform delivers both operational efficiency and measurable performance gains.

From a financial perspective, this strategy is supported by strong scale and market penetration. Octave operates on a revenue platform of approximately \$1.6 billion, supported by over 7,000 employees across 45 countries and a customer base of more than 14,000 organizations in 180 countries, including over 60% of Global Fortune 500 companies. This global footprint reflects both the maturity of its offerings and its ability to deliver in mission-critical environments where reliability and performance are essential.



Octave: Coda Video

Ultimately, Octave's value proposition lies in shifting command and control systems from a fragmented, reactive function to a unified, intelligence-led operational capability. By combining architectural innovation, proven deployments, and a scalable business model, Octave is not only addressing current unmet needs but also defining how next-generation command and control systems will operate, positioning itself ahead of competitors that are still adapting legacy approaches to meet evolving demands.

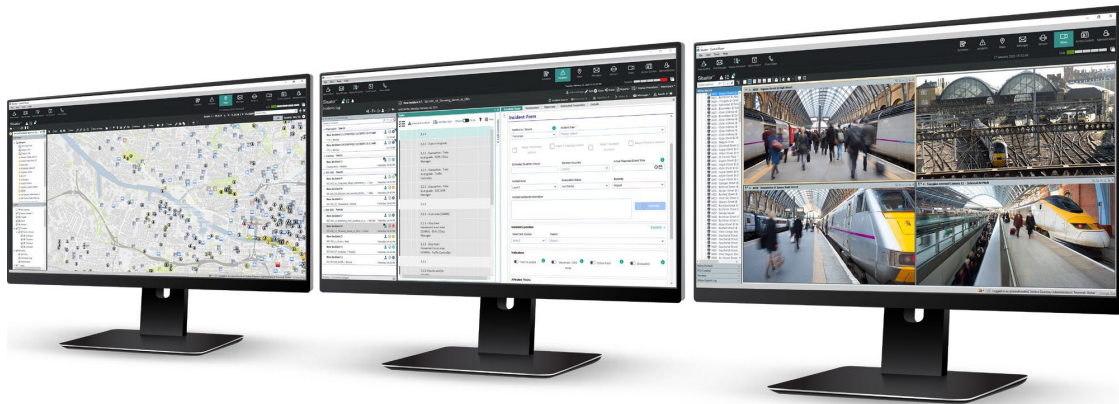
Operational Intelligence at Scale: Translating Megatrends into Execution, Outcomes, and Continuous Value

Octave's strategic direction is closely aligned with the defining megatrend toward more context-aware, intelligence-driven operational environments.

Octave addresses this transformation through a unified platform architecture that embeds intelligence directly into operational workflows.

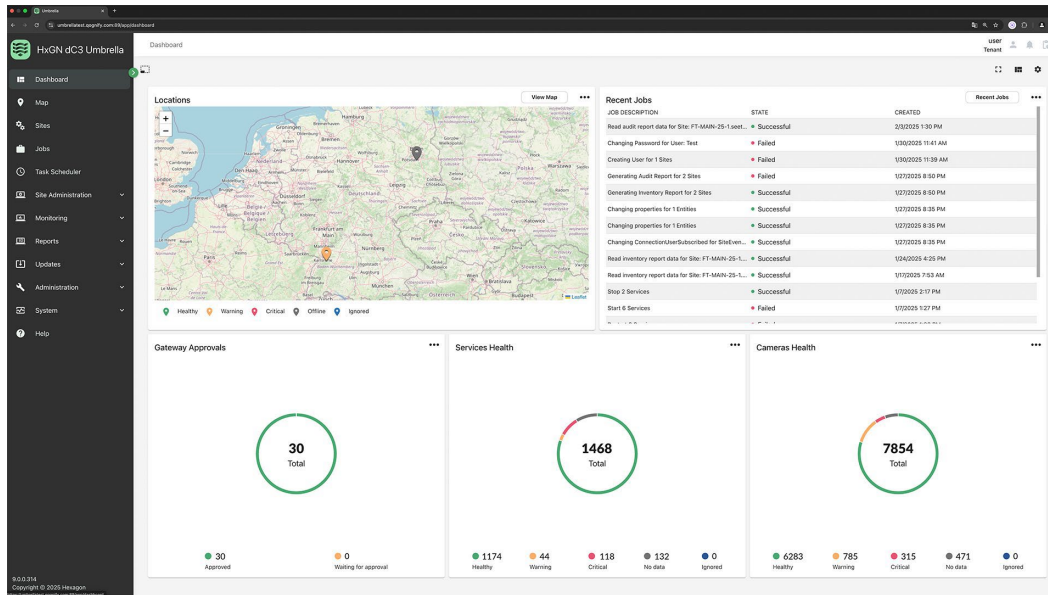
The business case for this model is rooted in the growing complexity of modern environments. Infrastructure systems now generate vast volumes of data across distributed assets and teams, yet decision-making is often constrained by fragmentation and manual coordination. Octave addresses this by embedding intelligence within the operational layer itself, enabling organizations to transition from reactive event monitoring to proactive, coordinated action. This shift is particularly critical in high-stakes environments where response speed, accuracy, and consistency directly impact safety, compliance, and operational continuity.

This vision is not theoretical; it is validated through large-scale deployments across airports, transportation networks, and critical infrastructure. Octave's implementation model is built on a context-driven, platform-of-platforms architecture, where disparate systems are not only integrated but aligned within a common operational framework. Through solutions such as Coda Orchestrator, alerts are automatically enriched with contextual data and routed through predefined workflows, eliminating delays associated with manual coordination and ensuring consistent response execution across environments. Organizations leveraging Octave's platform have demonstrated improved situational awareness, faster incident resolution, and more consistent compliance reporting by consolidating previously siloed systems into a unified command environment.



Octave: Coda Orchestrator

Centralization without loss of local control is another key practice. With capabilities such as Coda Umbrella, organizations can monitor and manage distributed systems at scale while maintaining site-level flexibility. This approach allows enterprises to enforce standardized operational policies across thousands of locations without introducing additional management complexity.



Octave: Coda Umbrella

Precision in detection is equally critical. By integrating LiDAR-based volumetric sensing with video analytics, Octave significantly reduces false alarms and improves signal accuracy, enabling operators to focus on actionable events rather than filtering noise. This not only enhances operational efficiency but also strengthens confidence in real-time decision-making—an essential requirement in high-volume environments.

In parallel, the platform standardizes incident response through embedded, workflow-driven processes. Rather than relying on operator intuition, incidents are managed through guided procedures that ensure consistency, improve auditability, and reduce response variability. Over time, these practices create a compounding effect, reducing training requirements, minimizing human error, and enabling continuous optimization of operations.

The unified nature of the platform also simplifies service delivery. Customers interact with a single operational ecosystem rather than multiple vendors, reducing coordination overhead and accelerating issue resolution. As deployments scale, this centralized approach becomes increasingly valuable, enabling organizations to maintain consistent performance across geographically distributed assets.

What differentiates Octave is not just innovation, but its ability to operationalize it at scale—delivering consistent, repeatable outcomes across complex environments."

Pranav Sahai
Research Analyst, Security

Octave's customer service experience is closely integrated with this operational model, extending beyond traditional support to enable continuous value realization. From the outset, the company aligns platform configurations with real-world operational workflows, ensuring rapid adoption and minimal disruption. This is particularly important in complex environments where downtime or process misalignment can have significant consequences. A

continuous feedback loop further strengthens the customer experience. Platform usage data, system performance metrics, and ongoing customer engagement feed directly into product enhancements and service improvements. This ensures that the platform evolves in alignment with changing operational requirements, creating a dynamic relationship where customer input directly shapes future capabilities.

Conclusion

Octave earns recognition for redefining command and control solutions from fragmented, reactive systems into a unified, intelligence-led operational capability. Its Coda portfolio integrates video, sensor fusion, incident management, and workflows into a single context-aware platform that delivers real-time decision support at scale. The company demonstrates clear differentiation through native convergence of capabilities, reducing integration complexity while improving accuracy, response speed, and operational efficiency. Strong enterprise adoption, including deep penetration within Fortune 500 organizations, validates both scalability and market trust. Its shift toward a software-driven platform-based model further strengthens financial resilience and long-term value creation. By consistently translating innovation into measurable operational outcomes, Octave positions itself as a category leader shaping the future of command and control environments.

For its strong overall performance, Octave is presented with Frost & Sullivan's 2026 Global Company of the Year Recognition in the command and control 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®

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)

