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TRANSFORMATIONAL GROWTH LEADERSHIP

A CEO Perspective

Transforming the Connected Frontline Workforce: Turning Manufacturing Knowledge into Competitive Advantage





Jerry Dolinsky

CEO, Dozuki

in conversation with

Krishna Srinivasan

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Building the Workforce Foundation for Manufacturing's Future

Manufacturers today face a unique paradox. While investments in automation, digital transformation, and advanced technologies continue to accelerate, many organizations are struggling with a challenge that technology alone cannot solve, ensuring that frontline workers possess the knowledge, skills, and support needed to operate increasingly complex environments.

At the same time, the industry is confronting a widening skills gap, an aging workforce, and growing concerns around knowledge retention. As experienced employees retire and labor shortages persist, manufacturers are being forced to rethink how they capture expertise, onboard new workers, and develop workforce capabilities at scale.

In a conversation with Frost & Sullivan's Krishna Srinivasan, Jerry Dolinsky, CEO of Dozuki, shared his perspective on the trends reshaping manufacturing, the growing importance of connected worker strategies, the role of artificial intelligence in workforce development, and why organizations that invest in frontline workers today will be best positioned for success tomorrow.

> "Manufacturers can't control inflation, fuel prices, or economic uncertainty, but they can control how they hire, onboard, upskill, and retain workforce knowledge." — Jerry Dolinsky, CEO, Dozuki

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Addressing Manufacturing's Workforce and Knowledge Challenge

Krishna Srinivasan: *Jerry, let's start with the big picture. When you look at the Augmented Connected Worker market today, what are some of the key trends and challenges shaping the industry?*

Jerry Dolinsky: : For several years, we have known that manufacturing has been facing a workforce skills gap. We've also known that a significant percentage of the workforce is approaching retirement age. What is happening now is that these challenges are beginning to converge at the same time that manufacturers are trying to scale operations, improve productivity, and remain competitive in an increasingly demanding environment.

Organizations are realizing that it is becoming much harder to find experienced workers. In many cases, companies are becoming dependent on a shrinking pool of highly skilled individuals who possess years of operational knowledge. We've even seen situations where retired employees are being brought back into the workforce because their expertise is so critical to maintaining operations. That creates both a workforce challenge and a knowledge continuity challenge.

At the same time, manufacturers are dealing with many external factors that are outside their control. Whether it's inflation, economic uncertainty, supply chain pressures, or geopolitical developments, there are numerous variables that can impact business performance. Rather than focusing on those factors, we encourage manufacturers to focus on what they can control. This includes strengthening hiring, onboarding, training, and workforce development practices, while also capturing institutional knowledge and ensuring that critical expertise remains within the organization as experienced employees transition out.

Frost & Sullivan's **Transformational Growth Leadership Program** aims to honor visionary business leaders who possess the foresight and leadership acumen to drive positive change within their organizations. The leaders we celebrate hail from diverse sectors and company sizes, yet they all share an unwavering commitment to innovation and excellence.

Ultimately, the manufacturers that succeed over the next decade will be those that build resilient workforce strategies. Technology will continue to evolve, but organizations still depend on people to execute work safely, efficiently, and consistently. The ability to empower frontline workers with the right knowledge at the right time is becoming a strategic differentiator.

Why Frontline Workers Remain at the Center of Dozuki's Growth Strategy

Krishna Srinivasan: *Given everything you just described about the skills gap, workforce retirements, and knowledge retention challenges, how is Dozuki positioning itself to help manufacturers navigate this transition?*

Jerry Dolinsky: Our strategy is actually very straightforward. We are hyper-focused on manufacturing, and even more specifically, we are hyper-focused on the frontline worker.

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There are many technology companies pursuing broad horizontal opportunities across multiple industries. We have deliberately chosen a different path because we believe that manufacturing presents unique challenges that require specialized solutions. By concentrating exclusively on this market, we are able to develop a much deeper understanding of our customers' operational environments, workforce challenges, and business priorities.

Everything we do is centered on helping manufacturers support and enable their frontline workforce. We view ourselves as more than a software provider. Our goal is to become an extension of the customer's workforce strategy by helping organizations capture knowledge, accelerate onboarding, improve training effectiveness, and create more confident and capable workers.

That focus has contributed significantly to our growth. Over the past year, we achieved approximately 45% growth, driven by both new customer acquisition and expansion within existing accounts. Manufacturing organizations are often decentralized, and once one business unit demonstrates measurable success, other facilities and divisions frequently want to replicate those results. As customers begin seeing improvements in workforce readiness, operational efficiency, and knowledge retention, adoption naturally expands across the organization.



For us, growth is ultimately tied to customer outcomes. If we can help customers solve meaningful workforce challenges, the business growth follows naturally.

Creating Connected Workforce Ecosystems Across Complex Manufacturing Environments

Krishna Srinivasan: ***One of the realities of manufacturing is that most organizations are already operating multiple systems across the plant floor and enterprise. How do you think about integration and interoperability in that environment?***

Jerry Dolinsky: One of the realities of manufacturing is that very few organizations operate within a single technology environment. Most manufacturers have invested heavily in systems such as MES (Manufacturing Execution System), ERP (Enterprise Resource Planning), PLM (Product Lifecycle Management), LMS (Learning Management System), asset management, and workforce management platforms. As a result, connected worker solutions must fit seamlessly into those ecosystems rather than creating additional complexity.

Our philosophy has always been to remain open and integration-friendly. We work with major platforms such as SuccessFactors, Workday, and IBM Maximo because customers need solutions that complement and extend their existing investments. Large enterprises, in particular, often maintain multiple systems of record, and they require workforce solutions that can coexist with those environments.

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At the same time, the needs of mid-market manufacturers can be very different. Many mid-sized organizations are looking for simpler solutions that can address multiple workforce requirements without requiring a large number of specialized systems. Understanding those differences is important because it allows us to tailor our approach while maintaining a consistent focus on workforce enablement.

Beyond integrations, we place significant emphasis on partnerships. However, we believe there is a meaningful difference between partnerships that exist on paper and partnerships that create real value for customers. Effective partnerships require seamless communication between systems and a unified user experience. Employees should not have to navigate disconnected workflows or duplicate processes. Instead, information should move naturally between systems, allowing organizations to connect workforce development, operational planning, and execution.

This is where we see tremendous opportunity. By connecting people, processes, and systems more effectively, manufacturers can create a more holistic view of workforce readiness and operational performance.

Moving from Workforce Training to Workforce Intelligence

Krishna Srinivasan: ***You touched on partnerships and integrations earlier. How are those relationships helping manufacturers move beyond traditional training programs and toward true workforce readiness?***

Jerry Dolinsky: One of the most exciting opportunities we see is the ability to create what we describe as a closed-loop workforce solution.

Historically, workforce development and operational execution have often existed in separate environments. Organizations may know what work needs to be completed, but they do not always have visibility into whether the workforce possesses the skills necessary to perform that work successfully.

Through our partnerships and integrations, we are helping bridge that gap. Consider a preventive maintenance scenario. An operational system may identify maintenance activities that need to be completed over the next several months. The next question becomes whether the workforce is adequately prepared to perform those activities.

If we know that certain skills, certifications, or competencies will be required, we can proactively identify workforce gaps and place employees on appropriate learning pathways before the work begins. Rather than reacting to shortages or delays, organizations can prepare workers in advance and ensure that they are ready when needed.

What makes this particularly powerful is the ability to connect workforce data with operational data. As organizations gain visibility into workforce readiness, performance outcomes, and operational requirements, they can begin moving toward predictive and prescriptive decision-making. Instead of simply identifying problems after they occur, manufacturers can anticipate future needs and take action earlier.

That shift transforms workforce development from a support function into a strategic business capability.

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Applying Artificial Intelligence Responsibly on the Frontline

Krishna Srinivasan: ***AI is obviously a topic that comes up in almost every conversation today. From your perspective, what role do you see AI playing in workforce development and connected worker strategies?***

Jerry Dolinsky: AI presents enormous opportunities, but it's important to approach it thoughtfully, particularly in manufacturing environments where safety, compliance, and operational consistency are critical.

One area where AI is already delivering value is content creation. Activities that once required significant manual effort can now be completed much more efficiently. For example, creating assessments, quizzes, and supporting learning content can be accelerated dramatically through AI-assisted workflows.

At the same time, I strongly believe that the human must remain in the loop when it comes to frontline operations. Manufacturing environments involve important decisions related to worker qualifications, certifications, safety procedures, and operational execution. Those responsibilities require accountability and judgment that cannot be delegated entirely to technology.

Where I see tremendous potential is in workforce analytics and intelligence. As manufacturers connect workforce information with operational systems, AI can help identify patterns, uncover skills gaps, recommend training interventions, and highlight opportunities for improvement. Organizations can begin understanding not only what is happening within their workforce, but why it is happening and what actions should be taken next.

Ultimately, AI should be viewed as a tool that augments human capabilities rather than replaces them. The goal is to make workers more effective, improve decision-making, and help organizations continuously strengthen workforce performance.

Building a Culture Around Innovation and Customer Success

Krishna Srinivasan: ***Beyond technology and products, culture plays an important role in scaling any organization. As Dozuki continues to grow, what principles guide your leadership approach and company culture?***

Jerry Dolinsky: Our culture is built around three core principles: leadership through innovation, exceptional customer experience, and creating a winning culture.

Innovation begins with understanding our customers' challenges. We spend a great deal of time listening to manufacturers and ensuring that our product roadmap reflects the realities they face every day. Innovation is most valuable when it helps solve real operational problems.



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Customer experience is equally important. We are proud of our customer satisfaction levels and our ability to build long-term relationships with manufacturers. Our objective is not simply to provide software. We want to become trusted advisors and partners that help customers achieve meaningful business outcomes.

The third pillar is culture. We encourage open dialogue and what I often describe as a "ferocious debate among friends." We want people to challenge ideas, contribute perspectives, and continuously seek better solutions. That environment creates stronger decision-making and fosters continuous improvement across the organization.

At the end of the day, our goal is to create a company where employees can do meaningful work, contribute to customer success, and continue growing both personally and professionally.

Looking Ahead: The Rise of the Connected Frontline Worker

Krishna Srinivasan: ***As you look toward the future of manufacturing, what do you think will ultimately separate the leaders from the laggards over the next five to ten years?***

Jerry Dolinsky: When people talk about the future of manufacturing, they often focus on automation, artificial intelligence, robotics, and other advanced technologies. Those innovations will absolutely play important roles. However, I believe the greatest differentiator will continue to be the workforce.

The manufacturers that succeed will be the organizations that develop the most capable, connected, and empowered frontline workers. Technology can provide information, automate processes, and generate insights, but people remain responsible for executing work, solving problems, and driving continuous improvement.

For many years, frontline workers have been underrepresented in digital transformation initiatives. That is beginning to change as organizations recognize the critical role they play in quality, productivity, safety, and operational performance.

By giving workers access to the knowledge, tools, and support they need, manufacturers can create environments where employees are more confident, more productive, and better equipped to contribute to organizational success. We believe that future belongs to organizations that invest in their people as intentionally as they invest in their technology.

Closing Reflection: Building the Future Through Workforce Excellence

The manufacturing industry is entering a period where workforce capability may become as important as technological capability. As organizations navigate labor shortages, workforce transitions, and increasing operational complexity, the ability to capture knowledge, accelerate workforce readiness, and empower frontline employees will become a critical competitive advantage.

For Dozuki, the opportunity lies in helping manufacturers transform workforce knowledge into operational excellence. By connecting people, processes, and technology while enabling more informed and capable frontline workers, the company is helping organizations create stronger foundations for growth, resilience, and long-term success.

As manufacturing continues to evolve, the organizations that thrive will not simply be those with the most advanced technologies, but those that successfully combine innovation with workforce empowerment to build the connected factories of the future.

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Jerry Dolinsky | CEO, Dozuki

Jerry Dolinsky is the **Chief Executive Officer of Dozuki**, a leading connected worker platform helping manufacturers improve workforce readiness, knowledge retention, and frontline operational performance. With more than 25 years of experience in enterprise software, workforce management, and manufacturing technology, he has held leadership roles across high-growth technology companies. Prior to Dozuki, he served as an Operating Executive with Marlin Operations Group and was CEO of Verisae, a provider of cloud-based asset and workforce management solutions. At Dozuki, Jerry is focused on helping manufacturers address workforce challenges through connected worker technologies, AI-enabled learning, and workforce enablement strategies.



Krishna Srinivasan | Global Managing Partner, Frost & Sullivan

A management consultant with more than 30 years of experience in his field, Krishna serves as the Global Managing Partner at Frost & Sullivan. Commanding an impressive professional history, Krishna laid the educational foundations of his career at Bangalore University in India, majoring in mechanical engineering. He then went on to secure a role with Data Patterns, Inc, working on various aspects of software development and product marketing. Seeking further professional development, Krishna joined Frost & Sullivan in the early 1990s as a Senior Industry Analyst. As a result of his consistent performance, he earned promotion to Head of Worldwide Research, Industrial Technologies. Appointed Global President of Frost & Sullivan in 2007, his tenure with the company has been defined by steady growth and diversification of the firm's products and services.

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Annexure: Building the Future of the Connected Manufacturing Workforce

As manufacturers navigate workforce shortages, accelerating retirements, and increasing operational complexity, the focus is shifting beyond automation alone toward workforce enablement, knowledge retention, and frontline operational excellence. Organizations are increasingly investing in connected worker technologies, digital work instructions, AI-enabled learning, and workforce intelligence platforms to improve onboarding, accelerate upskilling, and preserve critical institutional knowledge.

At the same time, the convergence of workforce data, operational systems, and artificial intelligence is enabling manufacturers to move from reactive workforce management toward more predictive and prescriptive workforce strategies. These capabilities are helping organizations improve productivity, enhance workforce readiness, and create more resilient manufacturing operations.

To support industry leaders in this transformation, Frost & Sullivan provides forward-looking intelligence across connected worker technologies, workforce transformation, smart manufacturing, and industrial digitalization, including:

- Frost Radar™: Augmented Connected Worker (End-to-end Platforms), 2025
- Growth Opportunities in the Augmented Connected Worker Sector
- Top 8 Growth Opportunities in Workplace Management
- Frost Radar™: Workforce Engagement Management, 2025

These analyses reinforce the key themes explored throughout this discussion; workforce readiness, knowledge retention, connected worker strategies, AI-enabled workforce development, and operational excellence, providing manufacturers with a strategic roadmap for building more capable, resilient, and future-ready frontline workforces.

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