People are excited by the potential impact of GenAI on their lives—both their work and their personal experiences. They want to know how they can be better than they are and how to make others around them better. They want to know how to keep enriching their experiences because of the promise of GenAI.

Phil Fersht
CEO and Chief Analyst, HFS Research
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Introduction, the HFS value chain, and market dynamics
Introduction

• This HFS Horizons: Generative Enterprise™ Services, 2023 report is the industry’s first competitive analysis of professional services firms and the value they create with enterprise clients adopting and experimenting with generative AI (GenAI) technologies.

• HFS’ Generative Enterprise™ articulates the pursuit of AI technologies based on large language models (LLMs) like ChatGPT and GPT-4 to reap huge business benefits for organizations in terms of continuously generating new ideas, redefining how work gets done, and disrupting business models steeped in decades of antiquated process and technology.

• The report examines and assesses 35 service providers. Our research evaluates the providers’ capabilities to understand the Why, What, How, and So What of their Generative Enterprise services offerings.

• This report also includes detailed profiles of each service provider, outlining their provider facts, strengths, and development opportunities.

• We based this Horizons research on briefings from each of the participants along with publicly available announcements, datapoints, and case studies. We began with an open call for participation, resulting in unprecedented participation levels. We requested each participant to provide customer and partner references, and we have used their responses and supplementary customer reference data to ensure the voice of the customer impacts the outcomes. Where a service provider chose not to brief us, we created profiles and scores from publicly available announcements, case studies, data, and our regular conversations with leaders across functions and industries.
Executive summary

1. The generative AI gold rush is on in pursuit of a $7 trillion prize

   We've never seen a technology adopted so quickly. Generative AI's (GenAI) poster child, ChatGPT, reached 100 million users in two months. RPA took more than a decade to reach 15 million. Every boardroom is asking every CEO, "What are you doing with GenAI?" This bottom-up and top-down demand and the promise of a $7 trillion prize has prompted a gold rush among service providers as they hurry to organize and claim a piece of the action. In a matter of months, leading systems integrators and consultancies have conjured up new practices, divisions, platforms, and partnerships. They are scaling up, investing billions, training thousands of people, and recruiting thousands more—and this journey is only just beginning.

2. Point solutions dominate, but this is not where we will end up

   Already, we are witnessing a rapid diversion of AI budgets to GenAI projects. On average, this stands at 41% across the enterprises surveyed for this report, but we expect that to grow as enterprises move beyond their initial point solutions in POCs and pilots. Most are solving specific tasks. And as the next cycle of budget-making begins, we expect budgets to scale up to take GenAI deeper into end-to-end processes, shaping new ways of working. The next step will be harder but more rewarding, and if it doesn’t happen, there are going to be a lot of red faces among service provider leaders, many of whom have gone all-in on GenAI.

3. The disruption is coming first and fastest to CX, EX, and sales and marketing

   As part of our research for this report, we asked enterprise leaders the functions they are prioritizing for the application of GenAI. Customer experience (CX), employee experience (EX), and sales and marketing lead the way. This chimes with the case studies shared by service providers. Transforming code has been touted as a leading use case by many service providers, and it features prominently in their own internal use and in services they offer. But, in our own research, it has only appeared in around 10% of the cases studies we’ve seen. A key thing to note regarding case studies to date is that many are proofs of concept and pilots, and few are coming with an ROI. At this stage in development, most enterprises are happy to see softer measures such as time-to-serve, CSAT, or time-to-market.

4. Knowing the tech is one thing; helping to transform with it is quite another

   Customers see a gap between how well their service providers deliver on tech implementation compared with their ability to transform business. It’s an important gap as enterprises seek help on their journey to the Generative Enterprise beyond the initial point solutions. Knowing the tech is one thing; helping transform ways of working because of the tech is another altogether. We think this gap will close as many service providers are going all-in on GenAI, focusing on proving the effectiveness of applying GenAI to their own ways of working first. The lessons they learn through self-transformation will give them the credentials to help enterprises shape their journeys.

5. This revolution is personal, and you need to get down and dirty with it

   Using GenAI tools is where your personal experience and understanding begin. This is your due diligence. The journey to the Generative Enterprise is not easy, but it starts with your understanding. Leaders need to develop their GenAI muscle memory to begin seeing the future through today's technology rather than persisting with a view constructed on their experience and knowledge of the technology of the past.
The new S-curve

An inflection point for the IT and business services industry

• The Generative Enterprise inspires a new S-curve of value creation for the IT and business services industry. Traditional outsourced service areas are likely to lose momentum in favor of AI-led, data-driven services focused on driving growth and sustaining trust. Successful relationships cannot be effort-driven; they must be performance- and purpose-driven. Hybrid pricing with baked-in innovation funds will be critical to prove value. (see page 9)

• The GenAI gold rush is on: Leading IT and business services firms made 50+ GenAI-related announcements in just two months early in 2023. The primary focus of these was on expanding hyperscaler partnerships. (see page 10)

• The Generative Enterprise and its widespread application of GenAI and other forms of AI can successfully manage the Digital Dichotomy, balancing the macroeconomic Slowdown with the Big Hurry to innovate. (see page 15)

• Data and AI are like the stars of two galaxies colliding—the impact will destroy and create at an alarming rate. Without quality data, the benefits of AI will not scale, and to scale to the ecosystem, the data accessed will need to be increasingly private in nature. (see page 16)

• Stages of GenAI value creation for enterprises will be based on the nature of their data and the maturity of their technology. The impact of GenAI goes beyond productivity. (see pages 17-18)

• Roles GenAI will impact go beyond rote tasks, disrupting creativity and ideation.

• The road ahead is not easy. Page 20 lists 10 challenges every enterprise must consider.
Q: How do you expect GenAI to impact company business economics over the next 12-18 months?

- Employee experiences will improve: 56%
- Innovation velocity will increase: 53%
- Customer experiences will improve: 49%
- Overall productivity will increase: 48%
- Cost will decrease: 40%
- Revenue will increase: 36%
- Market valuation or share price will increase: 18%

Sample: October 2023, 104 enterprises actively exploring and deploying GenAI across the Global 2000
Source: HFS Research, 2023
The Generative Enterprise inspires a new S-curve of value creation

The IT and business services industry is at an inflection point of jumping to a new S-curve of value creation

The global enterprise (people driven)

The Generative Enterprise™ (AI driven)

- Operational scope
- IT infrastructure, ADM, contact center, and transaction processing
- 30%+ arbitrage-driven, upfront productivity
- 5%–10% year-over-year continuous improvements
- Improved business outcomes

- Additional 30%–70% productivity on operational IT and business scope
- Autonomous, data-driven decision making and exception processing
- Inclusion of creative activities enabling enterprise-wide end-to-end scope

Centralization and standardization


Time

Value creation

- Operational scope
- IT infrastructure, ADM, contact center, and transaction processing
- 30%+ arbitrage-driven, upfront productivity
- 5%–10% year-over-year continuous improvements
- Improved business outcomes
End consumers’ ultra-rapid adoption of GenAI technologies drives business-to-business adoption

The pressure is on enterprise leaders to join the GenAI rush. That pressure comes from shareholders and boardrooms, but there is also bottom-up pressure as millions of employees now have a taste of what AI can do for them through the access point of ChatGPT and other consumer-facing applications.

Road to 100 million users for various platforms

<table>
<thead>
<tr>
<th>Platform</th>
<th>Time to 100 million users</th>
</tr>
</thead>
<tbody>
<tr>
<td>Threads</td>
<td>5 days</td>
</tr>
<tr>
<td>ChatGPT</td>
<td>2 months</td>
</tr>
<tr>
<td>TikTok</td>
<td>9 months</td>
</tr>
<tr>
<td>Youtube</td>
<td>1.5 years</td>
</tr>
<tr>
<td>Instagram</td>
<td>2.5 years</td>
</tr>
<tr>
<td>Facebook</td>
<td>4.5 years</td>
</tr>
<tr>
<td>Twitter</td>
<td>5 years</td>
</tr>
<tr>
<td>Spotify</td>
<td>11 years</td>
</tr>
<tr>
<td>Netflix</td>
<td>18 years</td>
</tr>
</tbody>
</table>

Number of users over time (RPA versus ChatGPT)

Source: Publicly available information, HFS estimates
Rapid consumer adoption makes GenAI a different disruption

Q: GenAI is drastically different from other recent technological disruptions (e.g., RPA, blockchain, metaverse, NFTs) because…

- Rapid consumer adoption will drive B2B adoption: 59% strongly agree, 41% disagree
- It democratizes innovation because billions of us can access it: 58% strongly agree, 42% disagree
- It does not require huge up-front investments in exchange for a relatively quick ROI: 38% strongly agree, 48% disagree, 14% strongly disagree
- It is easy to use without special skills or training: 26% strongly agree, 61% disagree, 13% strongly disagree

Sample: October 2023, 104 enterprises actively exploring and deploying GenAI across the Global 2000
Source: HFS Research, 2023
Enterprise-grade and governed GenAI can transform the services that IT and business services can provide in this healthcare example.

**Health insurance value chain**

**Near term**
- **Underwriting and product**
  - Optimized benefits design
  - Dynamic, real-world, data-driven actuaries
- **Sales and marketing and member management**
  - Personalized provider management
- **Provide data and network management**
  - Chronic disease management
  - Care based on acuity and resource availability
  - Targeted service for under-served communities
- **Care and medical management**
  - Multi-modal services for members and providers
  - Provider appeals management
- **Claims and member services**
  - Intuitive compliance planning and adherence
- **Compliance and billing**

**Longer term**
- **Underwriting and product**
  - Optimized benefits design
  - Dynamic, real-world, data-driven actuaries
- **Sales and marketing and member management**
  - Personalized provider management
- **Provide data and network management**
  - Chronic disease management
  - Care based on acuity and resource availability
  - Targeted service for under-served communities
- **Care and medical management**
  - Multi-modal services for members and providers
  - Provider appeals management
- **Claims and member services**
  - Intuitive compliance planning and adherence
- **Compliance and billing**

**Healthcare provider value chain**

**Near term**
- **Referrals and consultations**
  - Enhanced diagnosis accuracy
- **Pre-authorizations and admissions**
  - Customized medical report
  - Personalized treatment plans
  - Enhanced surgical planning and practice
- **Ambulatory and acute care**
  - Personalized post-acute-care support
  - Care based on acuity and resource availability
- **Post-acute care and rehabilitation**
  - Multi-modal services for patients
  - Utilization reviews and appeals interactions with health plans
- **Patient services and claims management**
  - Intuitive compliance planning and adherence
- **Compliance and network management**

**Longer term**
- **Referrals and consultations**
  - Enhanced diagnosis accuracy
- **Pre-authorizations and admissions**
  - Customized medical report
  - Personalized treatment plans
  - Enhanced surgical planning and practice
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- **Post-acute care and rehabilitation**
  - Multi-modal services for patients
  - Utilization reviews and appeals interactions with health plans
- **Patient services and claims management**
  - Intuitive compliance planning and adherence
- **Compliance and network management**
Leaders expect customer ops to create very high value in next 18 months

Q: Select the top three business functions where GenAI will create very high value over the next 12-18 months.

- Customer service, call center, or customer care: 47%
- Sales or business development: 43%
- Strategy setting (what to do) and implementation (how to get there): 41%
- Supply chain: 33%
- Information technology: 26%
- Marketing, market research, communications, or PR: 24%
- Finance, accounting, treasury, or internal audit: 23%
- Manufacturing, production, operations, or service delivery: 23%
- R&D or new product and service development: 16%
- Sourcing and procurement: 9%
- Human resources, personnel, or benefits administration: 9%
- Legal, compliance, or regulatory affairs: 6%

Sample: October 2023, 104 enterprises actively exploring and deploying GenAI across the Global 2000
Source: HFS Research, 2023
Top three essential—yet lacking—skills for success in GenAI

Q: Select the top three skills workers need to succeed, but lack, when using GenAI in the next 12-18 months.

- Problem solving: 47%
- Adaptability: 42%
- Critical thinking: 36%
- Communication and collaboration: 35%
- Understanding basic AI concepts: 34%
- Data security and privacy awareness: 31%
- Ethical awareness: 28%
- Data science, literacy in data analysis and visualization: 22%
- Domain knowledge (e.g., healthcare, finance, gaming): 20%
- Development skills (e.g., software or prompt engineering): 6%

Sample: October 2023, 104 enterprises actively exploring and deploying GenAI across the Global 2000
Source: HFS Research, 2023
The Generative Enterprise can successfully manage the Digital Dichotomy, balancing the macroeconomic Slowdown with the Big Hurry to innovate.

Cost savings are important but no longer sufficient to keep most leaders in their jobs.

Minimizing costs to a desired level is one ceiling of achievement, but ambitious enterprise C-suites must keep striving for new sources of value to stay competitive.

Investment in Generative Enterprise opportunities offers the chance to bridge the gap.

---

The Slowdown
- Enterprises face multiple macroeconomic headwinds and challenges assaulting their strategic goals.
- IT and operational budgets are tightening.
- The talent crunch will not improve unless we find a hidden continent under the ocean!

The Big Hurry
- Functional digital is Horizon 1. It is essential for survival.
- Enterprises realize the dire need to achieve their OneOffice™.
- Horizon 3, driven by OneEcosystem™, unfolds right before our eyes.
- The case for building a Generative Enterprise™ is stronger than ever.

---

Cost savings are important but no longer sufficient to keep most leaders in their jobs.

Minimizing costs to a desired level is one ceiling of achievement, but ambitious enterprise C-suites must keep striving for new sources of value to stay competitive.

Investment in Generative Enterprise opportunities offers the chance to bridge the gap.
Access to increasingly private data sets holds the key to redefining ecosystems, ways of working, and the value delivered.
GenAI could impact more than just productivity

HFS Enterprise Innovation Framework

Impact of GenAI across the three Horizons of enterprise innovation

Horizon 1: Functional digital
- Digitally optimized processes to drive superior business outcomes
- Additional 30%–70% productivity in operational IT and business scope
- Helpdesk operations (IT, employee, vendor, customer)
- Software development life cycle (coding, testing)
- Cybersecurity (threat hunting)

New offerings to build, deploy, and manage large language models

Horizon 2: OneOffice
- End-to-end organizational alignment across front, middle, and back offices to drive unmatched stakeholder experience
- Integration of generative AI with traditional analytical AI and its application across the value chain
- Autonomous data-driven decision making and exception processing
- Inclusion of creative activities enabling enterprise-wide end-to-end scope

Horizon 3: OneEcosystem
- Collaboration across multiple organizations with common objectives around driving completely new sources of value
- Exploit generative AI for competitive advantages and to potentially open new revenue streams
- GenAI is embedded into daily lives of consumers to influence and drive the way we live, work, and interact

Sample: 602 executives across Global 2000 enterprises
Source: HFS Research, 2022
The role of data, OneOffice, and OneEcosystem in how GenAI will impact the enterprise beyond productivity

<table>
<thead>
<tr>
<th>Horizon 1: Functional digital</th>
<th>Horizon 2: OneOffice™</th>
<th>Horizon 3: OneEcosystem™</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1: Dots</td>
<td>Stage 2: Lines</td>
<td>Stage 3: Circles</td>
</tr>
<tr>
<td>Point solutions</td>
<td>Process solutions</td>
<td>Enterprise solutions</td>
</tr>
</tbody>
</table>

- **Nature of data**
  - Horizon 1: Publicly available data
  - Horizon 2: Publicly available + Private enterprise data
  - Horizon 3: Publicly available + Private (enterprise + individual) data

- **Underlying technology**
  - Horizon 1: Modular generative AI (e.g., individual use cases across text, speech, image, code, video)
  - Horizon 2: Singular generative AI (e.g., integrated use cases across text, speech, image, code, video)
  - Horizon 3: GenAI integrated with other technologies (e.g., blockchain, quantum)

- **Stakeholders**
  - Horizon 1: IT
  - Horizon 2: IT + business
  - Horizon 3: IT + business + strategy

- **Productivity from point solutions**
  - Horizon 1:
    - Helpdesk operations (IT, employee, vendor, customer)
    - Software development life cycle (coding, testing)

- **Productivity from creative activities**
  - Horizon 2:
    - Optimize enterprise value chains to drive superior experience
    - Autonomous data-driven decision-making and exception processing
    - Exploit GenAI for competitive advantages and potentially to open new revenue streams

- **Type of impact**
  - Horizon 3:
    - Redefine ecosystems and change ways of working
    - GenAI is embedded into daily lives of consumers to influence and drive the way we live, work, and interact

Excerpt for EY
An entire ecosystem around GenAI is unfolding right before our eyes

**Apps**

- **Consumer uses**
  - Entertainment
    - character.ai
    - Midjourney
  - Productivity
    - OpenAI
    - CMRP
    - neevo
  - Other
    - trigo
    - moab

- **Enterprise stack**
  - General productivity
    - ADEPT
    - tone
    - AlphaSense
  - General and administrative
    - Ironclad
    - eightfold.ai
    - synthesis
  - Sales and customer support
    - GCNO
    - Clar
    - RevComm
    - PolyAI
  - Marketing
    - Jasper
    - WINTER
  - EPD, IT, security
    - Moveworks
    - VECTRA
    - Anomaly

- **Industry verticals**
  - Law firms
    - Harvey
  - Creative
    - runway
    - Midjourney
    - Imagen
    - descript
  - Health
  - Defense
    - ANDURIL
    - Shield AI
    - SlingShot
    - VANNEVAR Labs
  - Agriculture and climate
  - Construction
    - CANVAS

**Infrastructure**

- **Deploy and monitor**
  - Hugging Face
  - arize

- **Train and fine-tune models**
  - Weights & Biases
  - PyTorch
  - mosaicML

- **Use open-source models and frameworks**
  - Hugging Face
  - LLAMA
  - Stanford
  - Alpaca

- **Full-stack large language models**
  - OpenAI
  - ANTHROPIC
  - cohere
  - character.ai
  - Inflection

- **Store and compute**
  - Snorkel
  - scale
  - surge
  - LICOMACTIVE
  - Data warehouses or lakehouses
    - snowflake
    - databricks
  - Cloud service providers
    - Google Cloud
    - AWS
    - Azure

- **Hardware**
  - NVIDIA
  - AMD
  - Intel
  - (etc.)

Source: HFS Research, Sequoia, 2023
The enterprise journey may be uncomfortable—10 reasons why

While the promise of GenAI for enterprises is immense, it is too early to celebrate. I think this is not a slam dunk, and it will be an uncomfortable journey. Doing nothing is not the answer, but we need to embrace it with our eyes wide open!

1. Most GenAI examples are not enterprise-centric, and only a handful of projects have reached production.
2. There is an arms race to build our foundational models with the crazy influx of capital. If the bubble bursts, the technology will be blamed.
3. More power is getting concentrated with hyperscalers. Enterprises are already frustrated with the oligopoly.
4. A brand-new ecosystem including Nvidia, Databricks, and startups is emerging. Enterprises don’t know how to navigate this.
5. Governance and integration will be key. Most data privacy laws are trying to block a black-box approach. Major legislation is looming, including the US AI Bill of Rights and the EU AI liability directive. Litigation is kicking in.
6. The FTC has opened an investigation into ChatGPT-maker OpenAI over potential harm it could cause and the company’s security practices.
7. Most GenAI use cases use public data. Getting enterprises to share private data will be challenging.
8. The singular focus on productivity is misleading.
9. Technology is continuing to evolve very rapidly, but enterprises are still struggling to adopt cloud!
10. The debate around AI’s carbon footprint is just getting started.

Saurabh Gupta
President, Research and advisory
Research methodology
Service providers covered in this report

Note: All service providers are listed alphabetically
## Generative Enterprise services value chain (scope of services)

<table>
<thead>
<tr>
<th>Training and education</th>
<th>Innovation</th>
<th>Consulting</th>
<th>Engineering</th>
<th>Technology management</th>
<th>Organizational change</th>
</tr>
</thead>
<tbody>
<tr>
<td>- C-suite education</td>
<td>- Use case generation</td>
<td>- Policies and procedures</td>
<td>- Data strategy</td>
<td>- Ongoing technology innovations</td>
<td>- Change management</td>
</tr>
<tr>
<td>- Employee education</td>
<td>- Build pilots, proofs of concept</td>
<td>- Privacy and security</td>
<td>- Data engineering</td>
<td>- Platform implementation</td>
<td>- Function redesign</td>
</tr>
<tr>
<td>- Employee training</td>
<td>- Build production environments</td>
<td>- Use case validation</td>
<td>- Data analytics</td>
<td>- Platform management</td>
<td>- Help enterprises understand the data, processes, and interactions to drive functional optimization</td>
</tr>
<tr>
<td>- Workshops</td>
<td>- Rapid iterative design</td>
<td>- Process redesign</td>
<td>- Large language model build</td>
<td>- Ecosystem management</td>
<td>- Help enterprises break down the silos of data across the enterprise, continuously find patterns, and maintain robust governance across all decision points</td>
</tr>
<tr>
<td>- Hackathons</td>
<td>- Build and test large language models</td>
<td>- Technology choices</td>
<td>- Prompt engineering</td>
<td>- Enable the OneOffice to significantly improve decision making and stakeholder experience</td>
<td></td>
</tr>
<tr>
<td>- Introduction to technology and interfaces</td>
<td>- Identify ecosystem partners</td>
<td>- Vendor relationship management</td>
<td>- Retrieval augmented generation (RAG)</td>
<td>- Ability to completely redefine how work is done (e.g., 30%-70% additional productivity, autonomous data-driven decision making, and the inclusion of creative activities, enabling enterprise-wide end-to-end scope)</td>
<td></td>
</tr>
<tr>
<td>- Prompt training</td>
<td>- Drive co-creation with ecosystem partners</td>
<td>- Technology selection and validation</td>
<td>- Fine-tuning</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>- Centers of excellence</td>
<td></td>
<td>- Governance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Labs</td>
<td></td>
<td>- Compliance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Engineering**
  - Data strategy
  - Data engineering
  - Data analytics
  - Large language model build
  - Prompt engineering
  - Retrieval augmented generation (RAG)
  - Fine-tuning

- **Technology management**
  - Ongoing technology innovations
  - Platform implementation
  - Platform management
  - Ecosystem management

- **Organizational change**
  - Change management
  - Function redesign
  - Help enterprises understand the data, processes, and interactions to drive functional optimization
  - Help enterprises break down the silos of data across the enterprise, continuously find patterns, and maintain robust governance across all decision points
  - Enable the OneOffice to significantly improve decision making and stakeholder experience
  - Ability to completely redefine how work is done (e.g., 30%-70% additional productivity, autonomous data-driven decision making, and the inclusion of creative activities, enabling enterprise-wide end-to-end scope)
The emerging Generative Enterprise technology ecosystem consists of many suppliers unknown to the enterprise a year ago.

End-to-end apps
End-user-facing applications with proprietary models
Examples: ChatGPT, Google Workspace, DALL-E, Midjourney, Runway

Apps (text, code generation, speech, image, video, 3D models, audio, and music)
End-user-facing B2B and B2C applications without proprietary models
Examples: Jasper.ai, GitHub Copilot, Replit, Pictory.ai,

Closed-source foundation models
Large-scale, pre-trained models exposed via APIs
Examples: GPT-3 and GPT-4 (OpenAI), PaLM and LaMDa (Google), LLaMA and Galactica (Meta), Chinchilla AI (DeepMind), Megatron-Turing NLG (Nvidia)

Model hubs
Platforms to share and host models
Examples: Hugging Face, Replicate

Open-source foundation models
Models released as trained weights
Examples: Stable Diffusion (Stability)

Cloud and data platforms:
Examples: AWS, GCP, Azure, Databricks, Coreweave

Compute hardware: Accelerator chips optimized for model training and inference workloads.
Examples: GPUs (Nvidia), TPUs (Google)

Source: Andreessen Horowitz (known as "a16z") and HFS Research
Sources of data

This report relied on a myriad of data sources to support our methodology and help us obtain a well-rounded perspective on Generative Enterprise service providers in our study. Sources are as follows:

**RFIs and briefings**
Each participating vendor completed a detailed RFI.
HFS conducted **briefings** with executives from most vendors.

**Reference checks**
We conducted reference checks with 30+ active clients of the study participants and 40+ active partners via phone-based interviews and detailed surveys.

**HFS vendor ratings**
Each year, HFS fields multiple demand-side surveys in which we include detailed vendor rating questions.

**Other data sources**
Public information such as press releases, websites, etc.
Ongoing interactions, briefings, virtual events, etc., with in-scope vendors and their clients and partners.
The **HFS Horizons: Generative Enterprise Services, 2023** report evaluates the capabilities of providers to understand the *Why, What, How, and So What* of their Generative Enterprise services offering. Our assessment is based on inputs from clients and partners and augmented with analyst perspectives.

### Assessment methodology

The report evaluates the capabilities of providers to understand the *Why, What, How, and So What* of their Generative Enterprise services offering. Our assessment is based on inputs from clients and partners and augmented with analyst perspectives.

### Distinguishing supplier characteristics

<table>
<thead>
<tr>
<th>Assessment dimension</th>
<th>Assessment sub-dimensions (Briefing questions)</th>
<th>Horizon 1 service providers</th>
<th>Horizon 2 service providers</th>
<th>Horizon 3 service providers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value proposition: The Why?</strong> (25%)</td>
<td>How does your firm define the value of AI for your clients?</td>
<td>• Help enterprises understand the data, processes, and interactions needed to drive functional optimization</td>
<td>• Horizon 1+</td>
<td>• Horizon 2+</td>
</tr>
<tr>
<td></td>
<td>What is your firm’s point of view on GenAI in terms of value creation potential? What will be the impact of GenAI for 1) clients and 2) your own firm?</td>
<td></td>
<td>• Ability to help enterprises break down data silos across the enterprise, continuously find patterns, and maintain robust governance across all decision points</td>
<td>• Ability to completely redefine how work gets done (e.g., 30%-70% additional productivity, autonomous data-driven decision making, inclusion of creative activities enabling enterprise-wide end-to-end scope)</td>
</tr>
<tr>
<td></td>
<td>Why should enterprises choose you for their Generative Enterprise journey as described by HFS? What makes you different or stand out?</td>
<td></td>
<td>• Enabling the OneOffice to significantly improve decision making, driving unmatched stakeholder experience</td>
<td></td>
</tr>
<tr>
<td><strong>Execution and innovation capabilities: The What?</strong> (25%)</td>
<td>Please describe your AI-driven offering(s)? What industries and use cases are you targeting? Which of these are in production versus pilots?</td>
<td>• Strong machine learning capabilities</td>
<td>• Horizon 1+</td>
<td>• Horizon 2+</td>
</tr>
<tr>
<td></td>
<td>What is your technology roadmap for GenAI? Describe any propriety IP, frameworks, tools, solutions, and accelerators that you have. Please share your current client experiences with GenAI.</td>
<td>• Typically offshore-focused with strong technical skills</td>
<td>• Strong machine learning, deep learning, natural language processing, and computer vision capabilities</td>
<td>• Strong GenAI, LLMs, use cases, and capabilities</td>
</tr>
<tr>
<td></td>
<td>What other technologies (e.g., cloud, Web3, automation, metaverse) are important to deliver on the promise of AI?</td>
<td>• Offshore and nearshore capabilities with both technical and consulting skills</td>
<td>• Offshore and nearshore capabilities with both technical and consulting skills</td>
<td>• Deep partnerships, including joint IP creation with AI technology leaders</td>
</tr>
<tr>
<td></td>
<td>Please describe the current strength of your trained resources on AI technologies? How is this expected to change in the next two years?</td>
<td></td>
<td>• Alliances with AI technology leaders</td>
<td>• Strong frameworks for responsible and ethical AI</td>
</tr>
<tr>
<td><strong>Go-to-market strategy: The How?</strong> (25%)</td>
<td>How are you organized internally to develop your AI offerings and capabilities?</td>
<td>• Primarily effort-based relationships</td>
<td>• Horizon 1+</td>
<td>• Horizon 2+</td>
</tr>
<tr>
<td></td>
<td>Where are your main AI-related investments? (e.g., IP, partnerships, training, M&amp;A)</td>
<td>• Increasing number of performance-based relationships in the portfolio</td>
<td>• Horizon 2+</td>
<td>• Driving co-creation with ecosystem partners</td>
</tr>
<tr>
<td></td>
<td>How are you making sure the use of AI is responsible and ethical?</td>
<td></td>
<td>• Strong investments in GenAI</td>
<td>• Strong investments in GenAI</td>
</tr>
<tr>
<td></td>
<td>Please describe your commercial model for AI offerings. Include the approximate percentage of effort-based (e.g., FTE-based, T&amp;M), performance-based (e.g., gain-sharing, innovation funds), and purpose-based (e.g., co-creation with clients) in your portfolio. How do you expect it to change in the next two years?</td>
<td></td>
<td>• Evidence of purpose-based (co-creation) partnerships with clients in addition to increasing number of performance-based relationships in the portfolio</td>
<td>• Evidence of purpose-based (co-creation) partnerships with clients in addition to increasing number of performance-based relationships in the portfolio</td>
</tr>
<tr>
<td></td>
<td>Please describe your AI ecosystem of partners. How do you plan to augment it for GenAI?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Market impact: The So What?</strong> (25%)</td>
<td>How are you organized to develop your Generative Enterprise offerings and capabilities—centralized, regional, or by vertical?</td>
<td>• Recognized as strong implementation vendors</td>
<td>• Horizon 1+</td>
<td>• Horizon 2+</td>
</tr>
<tr>
<td></td>
<td>Please share client experiences with Generative Enterprise.</td>
<td>• Referenceable and satisfied clients for ability to execute</td>
<td>• Recognized as strategic partners by clients</td>
<td>• Recognized as thought leaders by clients</td>
</tr>
<tr>
<td></td>
<td>Voice of the customer</td>
<td></td>
<td>• Referenceable and satisfied clients for ability to execute and innovate</td>
<td>• Referenceable and satisfied clients driving new business models with partnerships</td>
</tr>
</tbody>
</table>

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Excerpt for EY

Generative Enterprise™ Services, 2023 | 26
3

Demographics and customer and partner data
The average shift in spending from AI to GenAI is already 41%

- We surveyed customer references provided by service providers to understand their current investments. GenAI budgets have primarily been carved out of AI budgets in 2023, and project scale remains small.
- Among enterprises surveyed, the average number of people involved in AI projects was just less than 20.
- The average amount of money spent on third parties to get projects done was about $560,000.

**Proportion of AI spending shifted to GenAI since 2023**

- 81%-100%
- 61%-80%
- 41%-60%
- 21%-40%
- 0%-20%

Weighted average of spending that switched from AI to GenAI

41%
Service providers deliver on tech—less so on business change

**Customer view: Gap between tech and transformation capabilities**

Provider capabilities
Customer ratings of service providers—average out of 10

<table>
<thead>
<tr>
<th>Provider capabilities</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Ability to transform business beyond tech implementation</td>
<td>8.5</td>
</tr>
<tr>
<td>Tech implementation</td>
<td>8.9</td>
</tr>
</tbody>
</table>

We asked 31 customer references to score their Generative Enterprise service providers on a scale of 1 to 10.

- Customers see a gap between how well their service providers deliver on tech implementation and their ability to transform business.
- Enterprises want this gap filled as they seek help on their journey to the Generative Enterprise. Knowing the tech is one thing; helping transform ways of working because of the tech is another altogether.

Sample: 31 customer references provided as part of the survey for this report
Source: HFS Research, 2023

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Excerpt for EY
Partners see service providers through rose-tinted glasses

Customer view of what service providers best deliver
Provider capabilities
Customer ratings of service providers—average out of 10

- Understanding GPT-4 or similar: 8.4
- Leveraging AI to redefine how work gets done: 7.8
- Enabling alignment across front, middle, and back office: 7.7
- Driving digital transformation: 8.2

Partner view of what service providers best deliver
Provider capabilities
Partner ratings of service providers—average out of 10

- Helping clients understand GPT-4 or similar: 8.9
- Leveraging AI to redefine how work gets done: 9.1
- Enabling alignment across front, middle, and back office: 8.7
- Driving digital transformation: 9.3

Sample: 47 GenAI partners and 31 customer references provided as part of the survey for this report
Source: HFS Research, 2023

- Partners think the service providers they work with are doing a much better job than customers give them credit for.

- For example, customers score service providers an average of 8.4/10 for their capabilities in helping them understand GPT-4 (and similar next iterations) of GenAI. Partners score them close to 9/10.

- There’s a gap across the four parameters we asked partners and customers to rate, indicating the need for service providers to question how well they are doing from the customers’ point of view.

- The starkest example is the gap between views on how well service providers are helping clients leverage AI to redefine how work gets done. This gap reiterates the gap customers identify between capabilities in tech implementation and the ability to drive change (shown on the previous slide).
Partners and customers call out service provider talent issue

### Customer ratings of service providers for delivery capabilities

Provider capabilities

Customer ratings of service providers—average out of 10

- Creative commercial models: 8.3
- Use of AI-specific partners: 8.4
- Attracting and retaining talent: 8.4
- Breadth and depth of industry-specific AI offerings: 8.5
- Identifiable investments in AI-related business and capabilities: 8.5
- Development of intellectual property or R&D: 8.6
- Co-innovation with clients and partners: 8.7
- Geographic coverage: 8.8
- Quality of service delivery: 8.8
- Expertise in AI: 8.8
- Use of best-of-breed partner technologies: 8.8

### Partner ratings of their service provider partners

Provider capabilities

Partner ratings of service providers—average out of 10

- Creative commercial models: 9.1
- Co-innovation with clients and partners: 9.3
- Use of best-available partner technologies: 9.3
- Development of IP and R&D: 9.1
- Geographic coverage: 9.5
- Attracting and retaining talent: 8.8
- Quality of delivery: 9.2

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- Again, partners are happier to slap the backs of their service provider colleagues than service provider customers are.
- Partners and customers score service providers relatively low on attracting and retaining talent. It’s a talent war out there!
- Partners and customers want more creativity when it comes to commercial models. GenAI lends itself to outcome models, but we aren’t seeing the data reflect that yet.

Sample: 47 GenAI partners and 31 customer references provided as part of the survey for this report

Source: HFS Research, 2023
Survey demographics (enterprise customer respondents)

Customer geographic split

- North America
- Europe
- Asia Pacific
- United Kingdom
- Latin America
- India
- Australia or New Zealand

Primary focus of current role

- Digital
- Software engineering
- Architecture
- Data
- Infrastructure
- Cybersecurity
- Other

Business or IT focus

- IT
- Business
- Other

Sample: 31 customer references provided as part of the survey for this report
Source: HFS Research, 2023
Horizons results: Generative Enterprise™ services, 2023
## HFS Horizons—summary of Generative Enterprise service providers assessed in this report (1/2)

<table>
<thead>
<tr>
<th>Providers (alphabetical order)</th>
<th>HFS point of view</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accenture</td>
<td>$3 billion investment to apply GenAI and AI to industry’s toughest challenges</td>
</tr>
<tr>
<td>Akkodis</td>
<td>A data and ROI governance focus to drive innovation</td>
</tr>
<tr>
<td>Amdocs</td>
<td>Taking GenAI deep into telco</td>
</tr>
<tr>
<td>Ascendion</td>
<td>Becoming a Generative Enterprise to help clients become Generative Enterprises</td>
</tr>
<tr>
<td>Bain</td>
<td>Helping enterprise leaders understand GenAI disruption to augment with it</td>
</tr>
<tr>
<td>Brillio</td>
<td>Quick start with vertical solutions and outcome-based pricing</td>
</tr>
<tr>
<td>Capgemini</td>
<td>Converting GenAI delivery experience into services for CX, strategy, software, and data privacy</td>
</tr>
<tr>
<td>Cognizant</td>
<td>Enabling human-machine creative collaboration</td>
</tr>
<tr>
<td>Cognitix</td>
<td>Pushing back against the hype of GenAI with an expectation-setting reality stick</td>
</tr>
<tr>
<td>Ciklum</td>
<td>Agile engineering chops to get GenAI out of the blocks fast</td>
</tr>
<tr>
<td>Cognizant</td>
<td>$3 billion investment to apply GenAI and AI to industry’s toughest challenges</td>
</tr>
<tr>
<td>Deloitte</td>
<td>Value-led approach to integrating GenAI into AI strategy</td>
</tr>
<tr>
<td>Eviden</td>
<td>Accelerating the GenAI journey with AI and cloud</td>
</tr>
<tr>
<td>EXL</td>
<td>Data, AI, and domain chops for a vertical GenAI approach</td>
</tr>
<tr>
<td>EY</td>
<td>Re-thinking how the enterprise works through AI and GenAI</td>
</tr>
<tr>
<td>Genpact</td>
<td>Targeting the shift to outcome-driven processes</td>
</tr>
<tr>
<td>HCLTech</td>
<td>Data-focused, experienced early adopter of all things AI</td>
</tr>
<tr>
<td>Hitachi Digital Services</td>
<td>Relatively slow starters must now prove considered approach will pay off with rapid market traction</td>
</tr>
<tr>
<td>IBM</td>
<td>Serious AI chops show the way to the Generative Enterprise</td>
</tr>
<tr>
<td>Infosys</td>
<td>Navigating from digital to an AI-first core infused with GenAI</td>
</tr>
<tr>
<td>KPMG</td>
<td>Balancing and managing the GenAI risks and rewards</td>
</tr>
</tbody>
</table>
### HFS Horizons—summary of Generative Enterprise service providers assessed in this report (2/2)

<table>
<thead>
<tr>
<th>Providers (alphabetical order)</th>
<th>HFS point of view</th>
</tr>
</thead>
<tbody>
<tr>
<td>LTIMindtree</td>
<td>Platform approach with prompts, ethics, and other controls to de-risk GenAI</td>
</tr>
<tr>
<td>Movate</td>
<td>Helping customers learn the value of GenAI in CX</td>
</tr>
<tr>
<td>Mphasis</td>
<td>Listening and responding to clients’ needs in customer service, developer productivity, and service desk transformation</td>
</tr>
<tr>
<td>NTT Data</td>
<td>Embedded GenAI—beyond innovation for transformation</td>
</tr>
<tr>
<td>Persistent</td>
<td>Data-led GenAI engineering expertise prepares the way ahead</td>
</tr>
<tr>
<td>Publicis Sapient</td>
<td>GenAI walks hand in hand with digital business transformation for CX and EX</td>
</tr>
<tr>
<td>PwC</td>
<td>Regulatory know-how to de-risk GenAI investments</td>
</tr>
<tr>
<td>Sonata</td>
<td>Responsible-first approach focused on governance</td>
</tr>
</tbody>
</table>

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</thead>
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<tr>
<td>Sutherland</td>
<td>GenAI is just a tool to deliver better customer outcomes</td>
</tr>
<tr>
<td>TaskUs</td>
<td>Deep LLM know-how focused on multiple CX cases</td>
</tr>
<tr>
<td>TCS</td>
<td>Applying GenAI to level-up employees across the enterprise</td>
</tr>
<tr>
<td>Tech Mahindra</td>
<td>Use-case-focused guidance for experimentation</td>
</tr>
<tr>
<td>UST</td>
<td>Credible GenAI solutions built to keep bias out</td>
</tr>
<tr>
<td>Wipro</td>
<td>Building digital-era AI-first intelligent enterprises</td>
</tr>
<tr>
<td>WNS</td>
<td>Reduced-risk domain-focused GenAI through co-creation and outcome pricing</td>
</tr>
</tbody>
</table>
Horizon 1 Disruptors drive digital transformation by leveraging AI to drive predictive functional insights

- **Horizon 1 service providers demonstrate**
  - Strong ML capabilities
  - Help enterprises understand the data, processes, and interactions needed to drive functional optimization
  - Primarily effort-based relationships
  - Recognized as strong implementation vendors
  - Typically offshore-focused with strong technical skills
  - Referenceable and satisfied clients for ability to execute

Horizon 2 enterprise innovators enable the OneOffice by leveraging AI to improve decision making and driving unmatched stakeholder experience

- **Horizon 2 service providers demonstrate**
  - Horizon 1 +
  - Strong ML, deep learning, natural language processing, and computer vision capabilities
  - Ability to help enterprises break down the silos of data across the enterprise, continuously find patterns, and maintain robust governance across all decision points
  - Enabling the OneOffice to significantly improve decision making driving unmatched stakeholder experience
  - Increasing number of performance-based relationships in the portfolio
  - Market ready AI-driven proprietary tools, assets, and frameworks
  - Offshore and nearshore capabilities with both technical and consulting skills
  - Alliances with AI technology leaders
  - Recognized as strategic partners by clients
  - Referenceable and satisfied clients for ability to execute and innovate

Horizon 3 market leaders enable the Generative Enterprise by leveraging AI to generate new ideas to redefine how work gets done

- **Horizon 3 service providers demonstrate**
  - Horizon 2 +
  - Strong GenAI and LLM models, use cases, and capabilities
  - Ability to completely redefine how works done (e.g., 30%-70% additional productivity, autonomous data-driven decision making, inclusion of creative activities enabling enterprise-wide end-to-end scope)
  - Strong frameworks for responsible and ethical AI
  - Driving co-creation with ecosystem partners
  - Well-rounded capabilities across all value creation levers: talent, domain, technology, data, and change management
  - Deep partnerships including joint IP creation with AI technology leaders
  - Strong investments in Generative AI
  - Evidence of purpose-based (co-creation) partnerships with clients in addition to increasing number of performance-based relationships in the portfolio
  - Recognized as thought leaders by clients
  - Referenceable and satisfied clients for ability to execute and innovate

---

**HORIZON 1 – Disruptors**

- AI drives predictive functional insights

**HORIZON 2 – Enterprise Innovators**

- AI improves human decision making

**HORIZON 3 – Market Leaders**

- AI generates new ideas to redefine how work gets done
Horizon 3 market leaders enable the Generative Enterprise by leveraging AI to generate new ideas to redefine how work gets done.

Horizon 3 service providers demonstrate:
- Horizon 2 +
  - Strong GenAI and LLM models, use cases, and capabilities
  - Ability to completely redefine how work is done (e.g., 30%-70% additional productivity, autonomous data-driven decision making, inclusion of creative activities enabling enterprise-wide end-to-end scope)
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Horizon 2 service providers demonstrate:
- Horizon 1 +
  - Strong ML, deep learning, natural language processing, and computer vision capabilities
  - Ability to help enterprises break down the silos of data across the enterprise, continuously find patterns, and maintain robust governance across all decision points
  - Enabling the OneOffice to significantly improve decision making driving unmatched stakeholder experience
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Horizon 1 service providers demonstrate:
- Strong ML capabilities
- Help enterprises understand the data, processes, and interactions needed to drive functional optimization
- Primarily effort-based relationships
- Recognized as strong implementation vendors
- Typically offshore-focused with strong technical skills
- Referenceable and satisfied clients for ability to execute

Note: All service providers within a “Horizon” are listed alphabetically.
EY profile: Generative Enterprise™ services, 2023
EY: Re-thinking how the enterprise works through AI and GenAI

Strengths

- **Value proposition:** Focusing on applying GenAI and AI to rethink how the enterprise works.
- **Growth proof points:** EY has 15,000 AI-trained staff, and 25% of the workforce will be skilled in AI within six months. EY investments of $1.4 billion have provided the foundation for the EY.ai platform.
- **Key differentiators:** EY Parthenon-supported transformation of business and operating models, embedded risk and governance frameworks, EY Fabric technology platform, emerging tech ecosystem in next-gen tech, emphasis on sustainability, client labs. AI is infused in all EY solutions, including EY.ai EYQ and function-specific LLMs.
- **Outcomes:** GenAI was applied across domains for watch design and production, increasing revenues and decreasing time to value. A code migration pilot for a large UK financial services firm resulted in 85% accuracy gains and 80% efficiency gains. Others include a CFO co-pilot with reporting, summarization, and risk alerts.
- **Customer kudos:** Customers offered a thumbs up for organizational problem solving and the hybrid of technical and business domain knowledge.
- **Partner kudos:** Partners praised EY’s willingness to innovate on the cutting edge and abilities in global customer modernization.

Development opportunities

- **What we’d like to see more of:** We like the focus on true transformation and on the benefits for employees. We would like to see more cases supporting both.
- **What we’d like to see less of:** Aligning everyone internally can be seen as a brake on adoption. On the upside, when an agreement is reached, EY scales fast.
- **Customer critiques:** EY’s premium costing. A customer also suggested that EY’s pricing model could offer more outcome-based options.
- **Partner critiques:** One partner said the speed of adoption in internal use can be slow.

Key offerings

- **EY.ai:** Unifying platform combining experience with a holistic AI ecosystem and advanced technology
- **AI strategy and roadmap:** EY.ai Value Framework, focused on value creation through transformation
- **Governance and responsible AI:** Governance, procedures, audits, and risk management
- **Transformation with AI:** Prototype-build-scale for human-centric transformation
- **AI-ready data estate:** Addressing the data stack for GenAI integration
- **AI-powered solutions:** Risk, finance, supply chain, transactions, customer support

Mergers and acquisitions (2019 – 2023)

- **Tallan, Inc.** Cloud solution including AI and data science using Microsoft (2023)
- **Bridge Business Consulting** Analytics, AI, and data strategy, engineering, and management; **Fabernovel** Strategic digital transformation and innovation consulting; **QS2** Scientific, engineering and advanced analytics consulting capabilities, including autonomous systems and application of biotech and aviation tools and assets; **Gensquared** Data, analytics, and AI (2022)

Partnerships

- **Microsoft, Nvidia, Databricks**
- **RISELab, Sandbox AQ, CYC**
- **IBM**
- **SAP, Synthesia**

Key clients

- **Number of clients:** +5,000 AI clients
- **Key clients:**
  - Top five US bank
  - Leading European telecom operator
  - Leading watch manufacturer
  - Large UK bank
  - Fast growing QSR company
  - Leading conglomerate in APAC

Relevant global operations and resources

- **AI-driven revenue:** Not disclosed
- **Headcount:** AI (14,500)
- **Talent profile:** Non-technical (25%), technical (75%)
- **Headcount growth locations:** US, APAC
- **Targeted industries:** Government and public sector, financial services, health sciences and wellness, tech, media and telecoms, consumer, energy
- **AI labs:** Five new labs in the US (2), EMEIA (2), and APAC (1)

Flagship internal IP

- **Proprietary EY.ai confidence index, EY.ai maturity model, EY.ai value framework, EY.ai EYQ LLM, EY ChatGPT**
- **CFO CoPilot:** Answers strategic questions in finance and tax
- **EY Fabric:** Foundational global technology platform for developing and delivering products and technology solutions
- **Open AI Engine:** Apply LLM and GenAI to use cases
- **GitHub Copilot:** OpenAI codex to suggest code and functions
- **EY Intelligent Payroll Chatbot**
- **Low Code Copilot (coming soon):** App creation via natural language

Excerpt for EY
Further reading
Primers, advice, and guidance for the new world of GenAI

GenAI is very new to most enterprise leaders. In this report, you may read references to terms such as large language models (LLM), fine-tuning, prompt engineering, and other language that has only recently broken out of the AI lab. The HFS Points of View articles below provide primers and additional advice and guidance. Click each to read in full.
Primers, advice, and guidance for new world of GenAI

Click each image below to read in full.
You and your teams should be using GenAI daily

Click each image below to read in full. Click the image on the far right to try HFS’ LLM.

Generative AI will bring more humanity into the workplace

Dana Daher, Associate Practice Lead

In an era defined by The Great Resignation, work models changing by the minute, and the promise of artificial intelligence (AI) to enhance—and potentially replace—tasks, it has become clear that we are amid a paradigm shift in our approach to work. HFS has described this attack on workplace stability in The Great Reshuffle.

In this evolving landscape, enterprise leaders must find new ways to empower their workforce while driving new ways of working. Failure to do so may result in a disengaged workforce, reduced competitiveness, and a risk of being left behind.

Amid this unrest, AI, specifically generative AI (GenAI), has swept into the workplace as a powerful agent of change with the potential to fundamentally re-engineer all aspects of work while simultaneously bringing more humanity into the work—that’s right, more, not less.

If you aren’t using GenAI daily, get out of the way!

David Cushman, Executive Research Leader

Leaders, you must equip yourself with a personal and daily understanding of the capabilities of generative AI (GenAI) or risk making decisions about the future of your business based on understanding technologies of the past. Too few of you have a hands-on, experience-based understanding of what GenAI can do and the risks and obstacles you should consider and are instead relying on third-party interpretations.

Research & Insights
Stop searching. Start asking.
We’ve trained a generative AI model, powered by Humata.ai, on two years of research, across industries, technologies, and change agents.

Go ahead. Ask a question.
Instead of searching and clicking for what you’d like to know, why not just ask? Engaging with our research just got easier. Go ahead. Ask some questions like the examples below and let us know what you think.

Try these:
- What are the best practices in applications modernization?

Sample questions:
- Ask a question across these 1,000 documents.

Go ahead.
We’re revolutionizing the way you access business research.
HFS Research authors
Phil Fersht, CEO and Chief Analyst, HFS

Phil Fersht is widely recognized as the world's leading industry analyst focused on the reinvention of business operations to exploit technological innovations and the globalization of talent.

He identifies change agents that enable organizations to streamline digital operations, access rapid and critical data to base decisions, and exploit the increasingly available global base of talent. He coined the term “Generative Enterprise™” in 2023 to articulate the pursuit of AI technologies based on large language models (LLMs) and ChatGPT to reap huge business benefits to organizations in terms of continuously generating new ideas, redefining how work gets done, and disrupting business models steeped in decades of antiquated processes and technology.

He has a global reputation spanning more than two decades for calling out the big trends, being unafraid to share his honest views, and driving a narrative on the technology and business services industries that shape many leadership decisions. His reputation drove him to establish HFS Research in 2010, which has today grown into one of the leading industry analyst and advisory firms and the undisputed leader in IT business services and process technologies research.

In 2012, he authored the first analyst report on robotic process automation (RPA), introducing this topic to the industry. He is widely recognized as the pioneering analyst voice that created and inspired today's RPA and process AI industry. Fersht coined the term "OneOffice™" in 2016 to describe HFS Research's vision for future business operations amidst the impact of cloud, automation, AI, and disruptive digital business models. OneOffice is the foundation of the hybrid (virtual-physical) workforce, where automation and AI tools augment the employees' digital capabilities and the workplace becomes a plug-and-play, work-from-anywhere scenario. Silos between the front, middle, and back offices are collapsed into a single office, where all employees are empowered and motivated by common outcomes and common values.

Prior to founding HFS in 2010, Phil has held various analyst roles for Gartner (AMR) and IDC and was BPO Marketplace leader for Deloitte Consulting across the United States. Over the past 20 years, Fersht has lived and worked in Europe, North America, and Asia, where he has advised on hundreds of operations strategy, outsourcing, and global business services engagements.
David Cushman, Exec Research Leader, HFS

David leads our Emerging Technology Practice, tracking OneOffice™ and OneEcosystem™ enablers from automation and AI, data and design thinking, process orchestration, workflow, and intelligence, metaverse, and Web3. He also engages in the impact of technology on how we work and on our employee experience.

David leads our HFS Hot Vendors program, too. Experienced in start-up, scale-up, and large-scale digital transformation programs, he has led digital development at the UK’s fastest-growing media company, founded and grown digital consultancies across Europe and worked with world-class companies as a director in digital strategy advisory at a tier-1 services provider.

He is the author of The 10 Principles of Open Business (Palgrave Macmillan, 2014), and he holds a joint honors degree in Philosophy and Sociology from the University of Essex.

David lives in Cambridgeshire, UK, with his wife and daughter, and he enjoys reading, writing, traveling, and thinking (exploration of all kinds). He embraces change and always seeks the learning opportunity. But, for all that, he has supported Leeds United Football Club since he was seven years old. Some things just can't be unlearned.
Saurabh Gupta is President, Research and Advisory Services at HFS. He sets the strategic research focus and agenda for HFS Research, understanding and predicting the needs of the industry and ensuring that HFS maintains its position as the strongest impact thought leader for business operations and services research. He oversees HFS’ global research function managing the global team of analysts and operations across US, Europe, and Asia.

Niti is a senior analyst at HFS Research. She works on competitive intelligence across IT and business process services. She joined us with more than six years of experience in market research. She holds an MBA degree specializing in Finance and Marketing and B.Tech in Information Technology. She is based out of Kolkata. In her spare time, she loves reading, travelling, and going for walks. On weekends she enjoys painting, spending time with her nephew and binge-watching series on Netflix.
About HFS

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HFS is a leading global research and analysis firm trusted at the highest levels of executive leadership. Our mission is to help our clients tackle challenges, make bold moves, and bring big ideas to life by arming them with accurate, visionary, and thought-provoking insight into issues that impact their business.

Our analysts and strategists have deep, real-world experience in the subjects they cover. They’re respected for their independent, no-nonsense perspectives based on thorough research, demand-side data, and personal engagements with industry leaders.

We have one goal above all others: to propel you to success.