HFS Horizons Report

Generative Enterprise™ Services, 2023

October 2023

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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.

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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 HFS Research 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.

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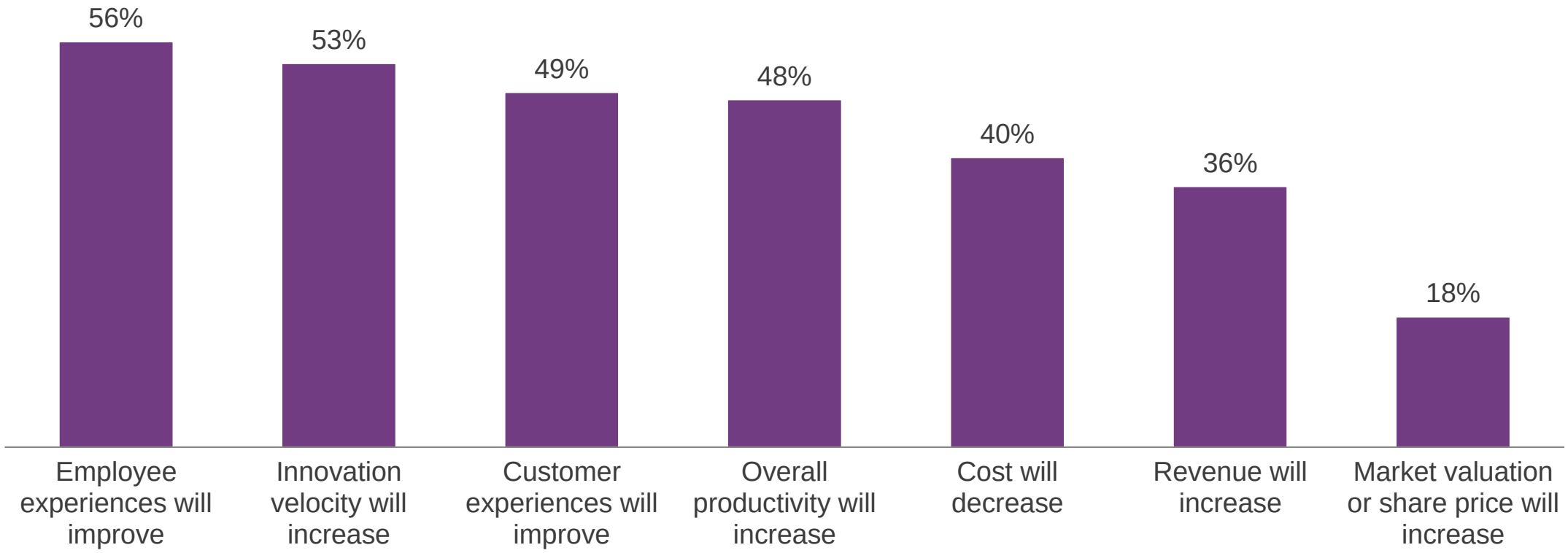
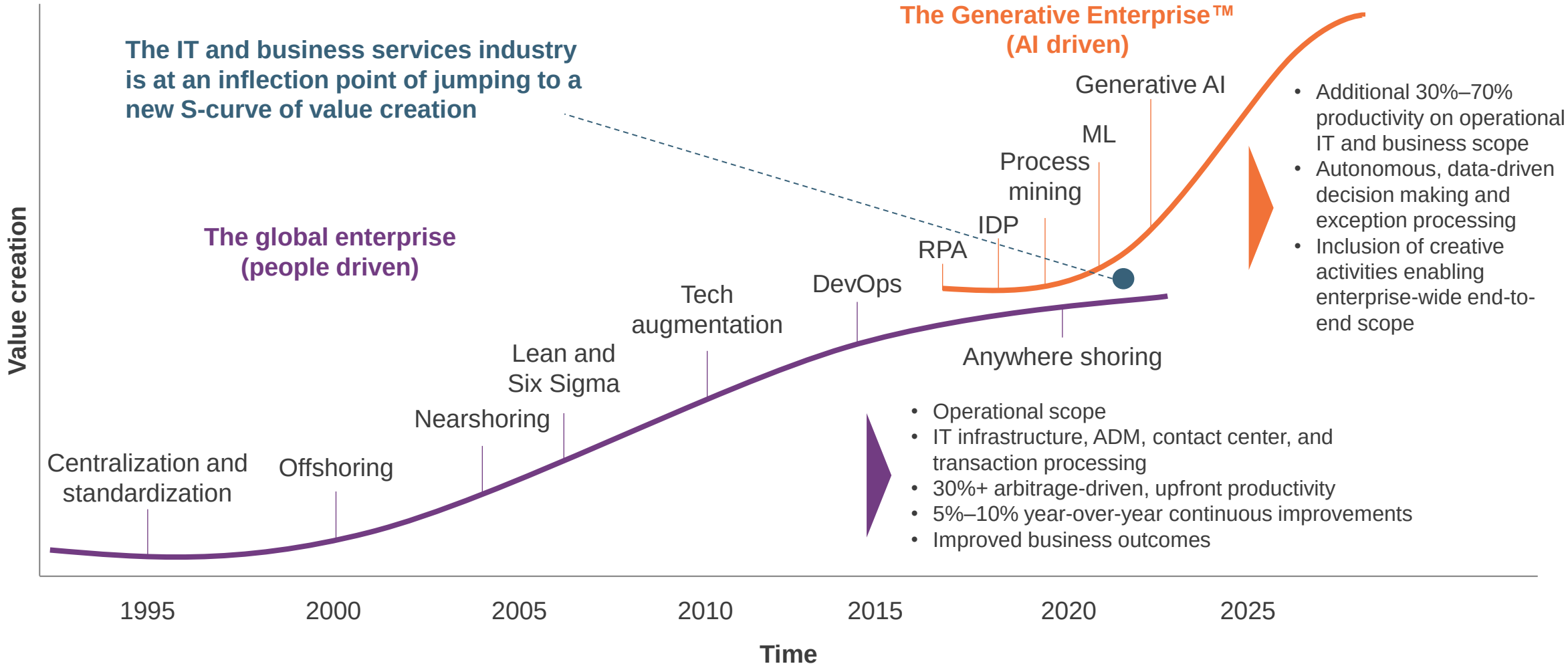
Enterprises expect EX, CX, innovation, and productivity wins

Q: How do you expect GenAI to impact company business economics over the next 12-18 months?



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



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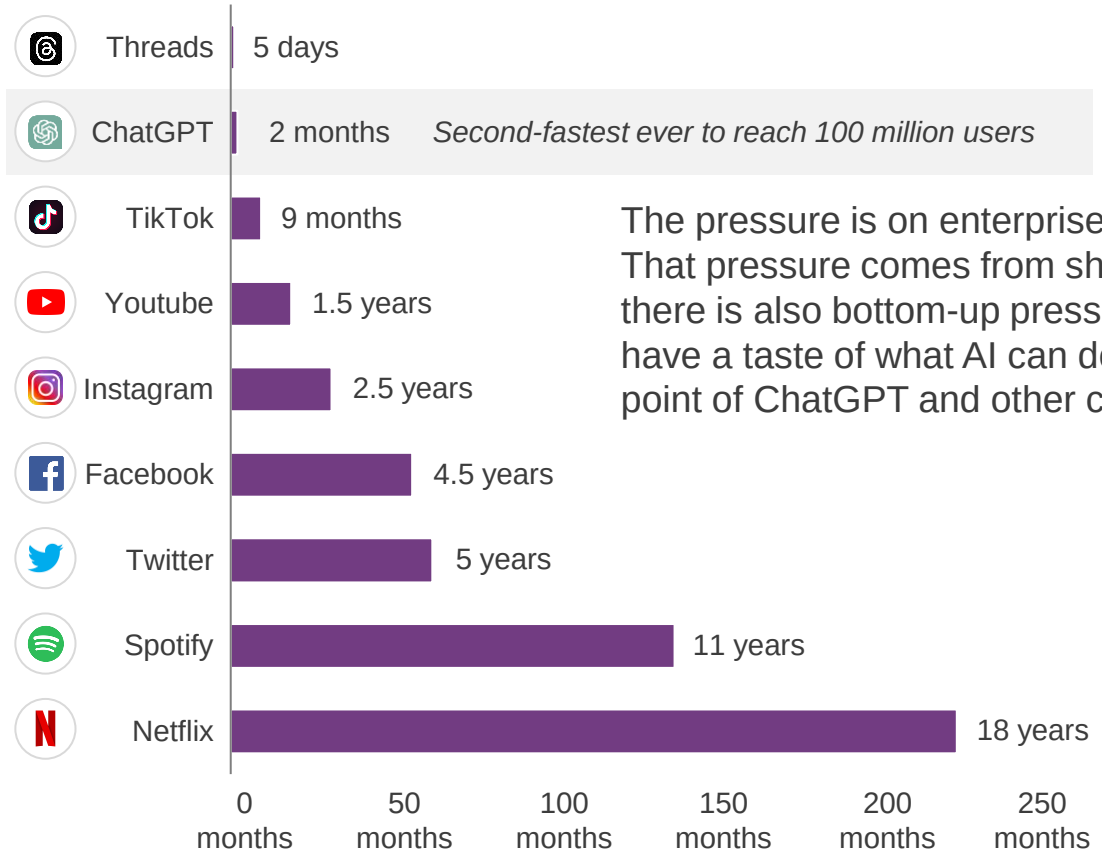
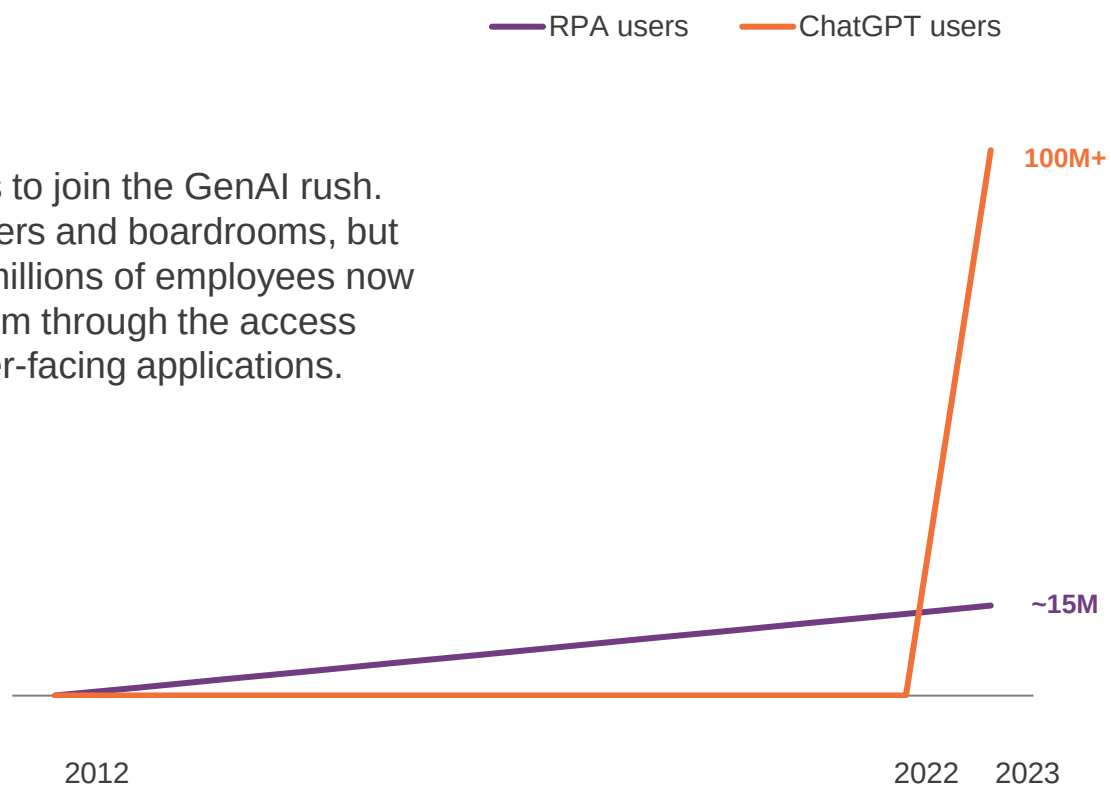
End consumers' ultra-rapid adoption of GenAI technologies drives business-to-business adoption

Road to 100 million users for various platforms



Number of users over time (RPA versus ChatGPT)

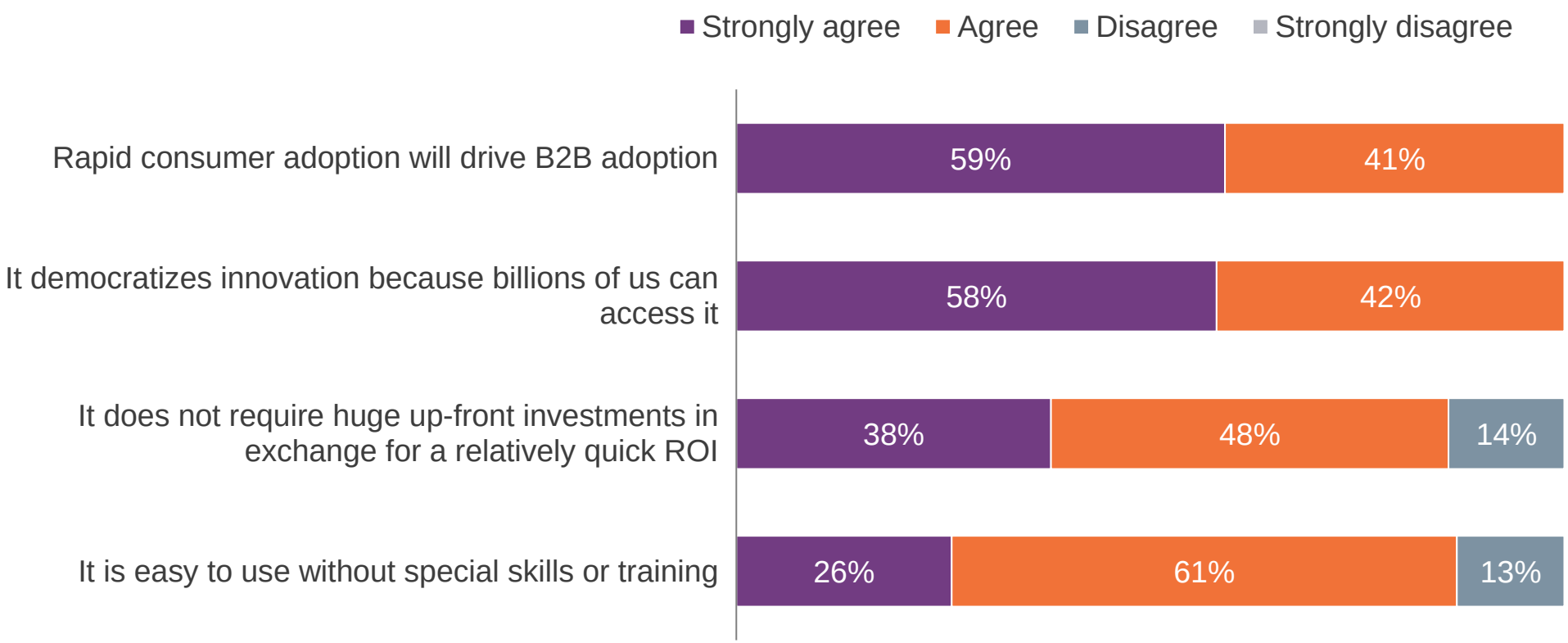


The pressure is on enterprise leaders to join the GenAI rush. That pressure comes from shareholders and boardrooms, but there is also bottom-up pressure as millions of employees now have a taste of what AI can do for them through the access point of ChatGPT and other consumer-facing applications.

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…



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

Near term Longer term

Health insurance value chain

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

Healthcare provider value chain

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

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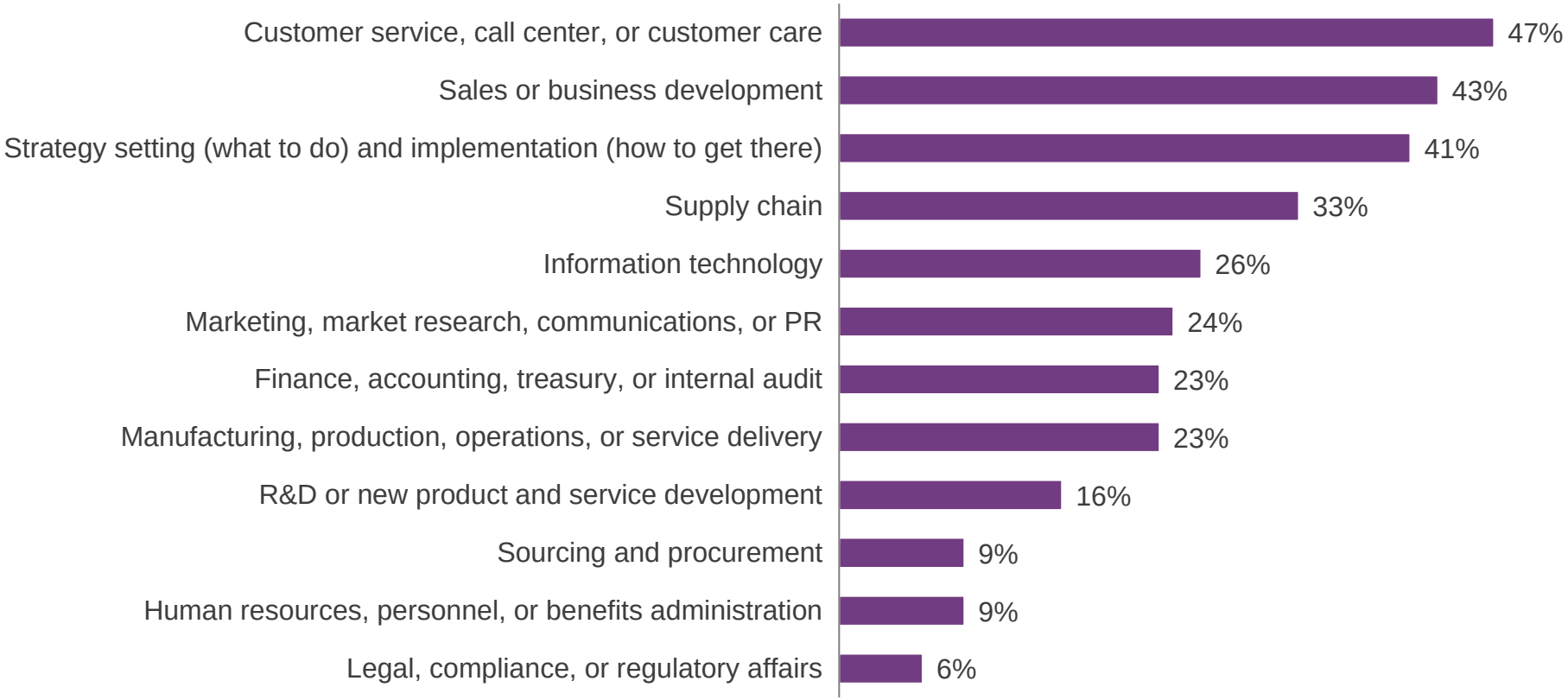
Leaders expect customer ops to create very high value in next 18 months

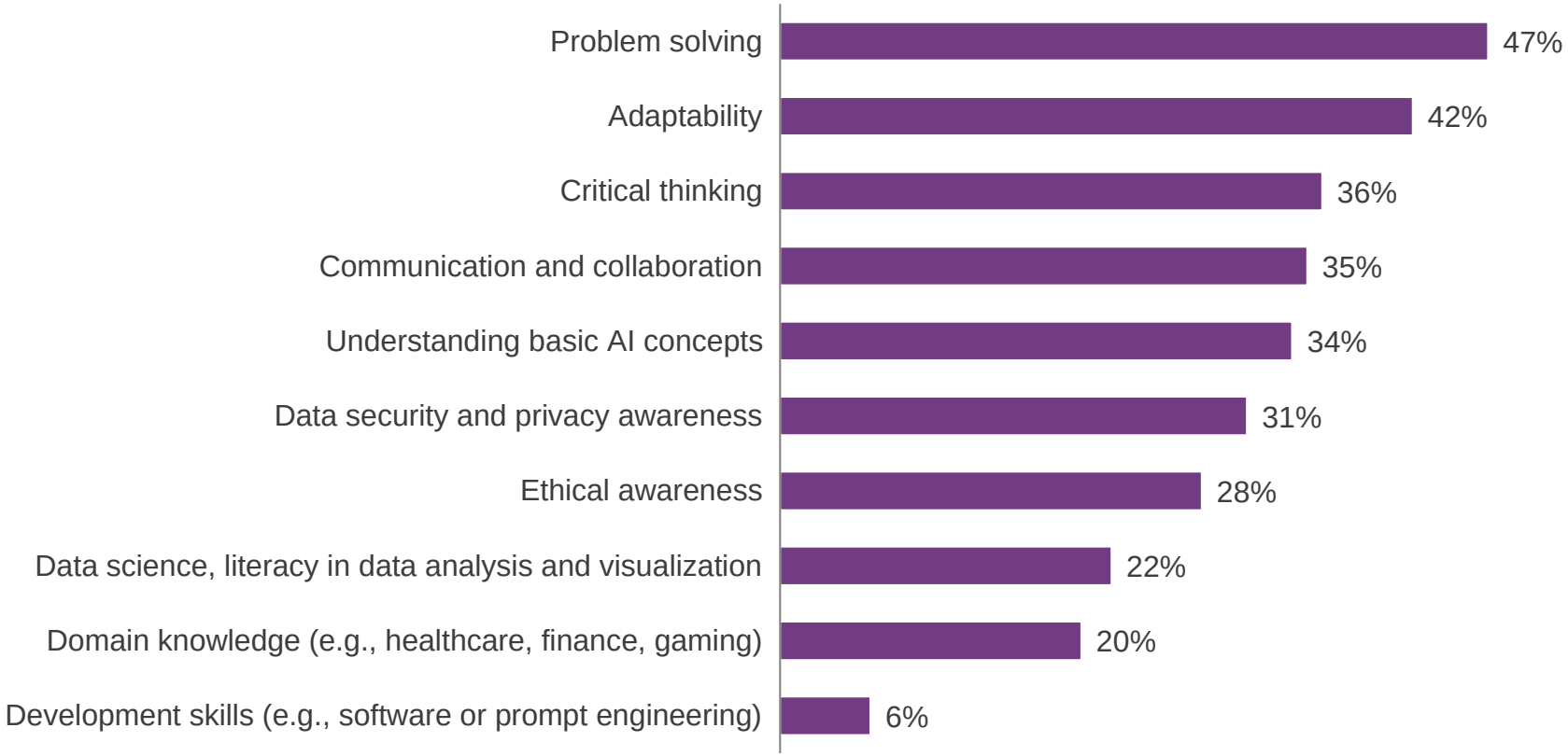
Q: Select the top three business functions where GenAI will create very high value over the next 12-18 months.



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.



Sample: October 2023, 104 enterprises actively exploring and deploying GenAI across the Global 2000
Source: HFS Research, 2023

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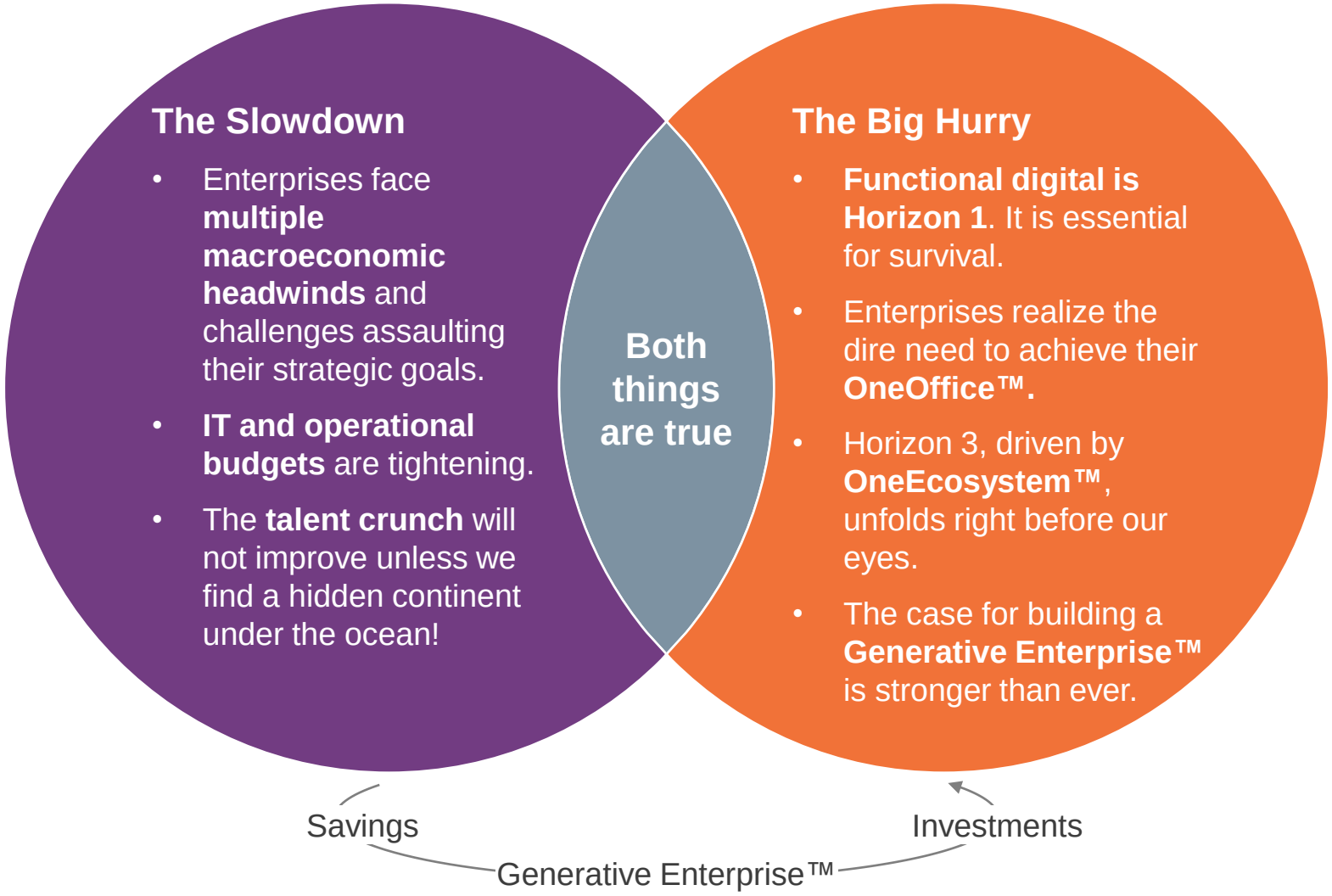
The Generative Enterprise can successfully manage the Digital Dichotomy, balancing the macroeconomic Slowdown with the Big Hurry to innovate

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.



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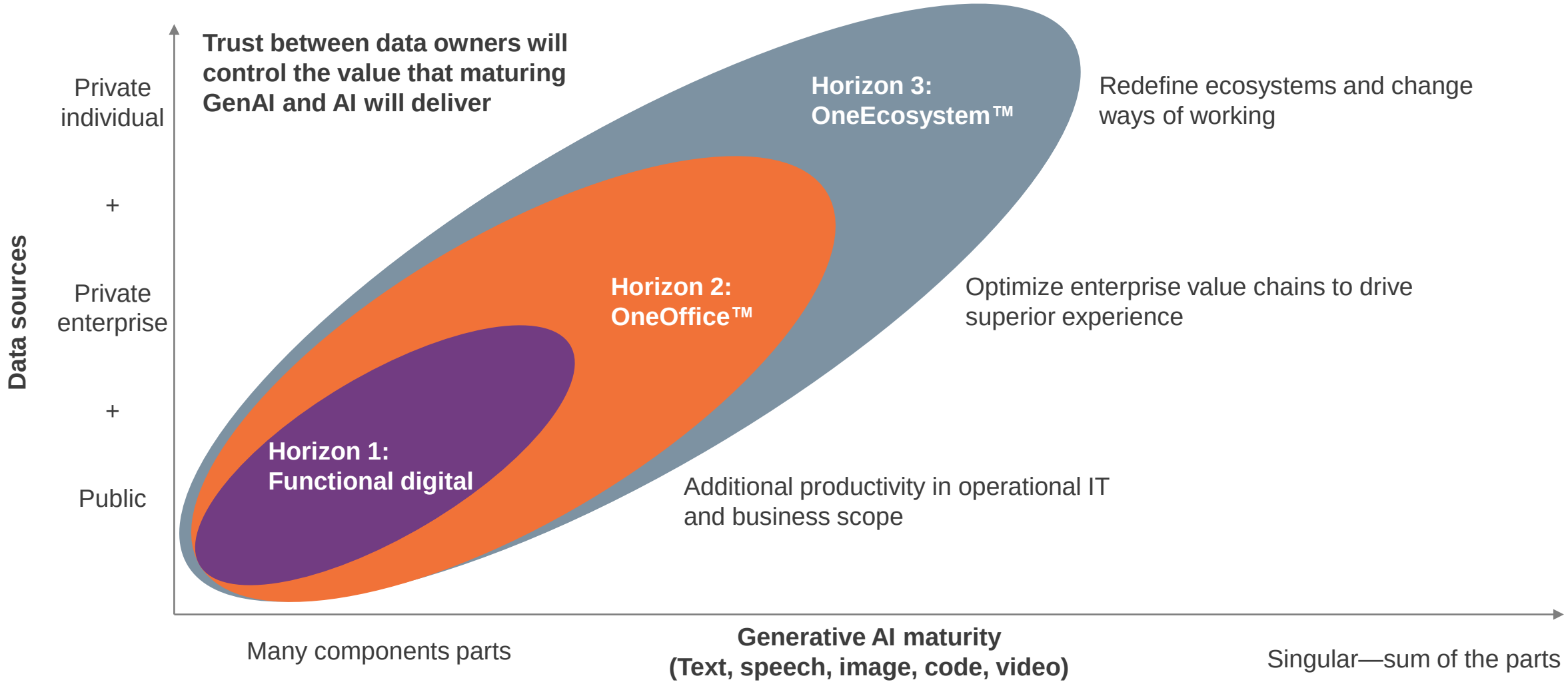
Access to increasingly private data sets holds the key to redefining ecosystems, ways of working, and the value delivered



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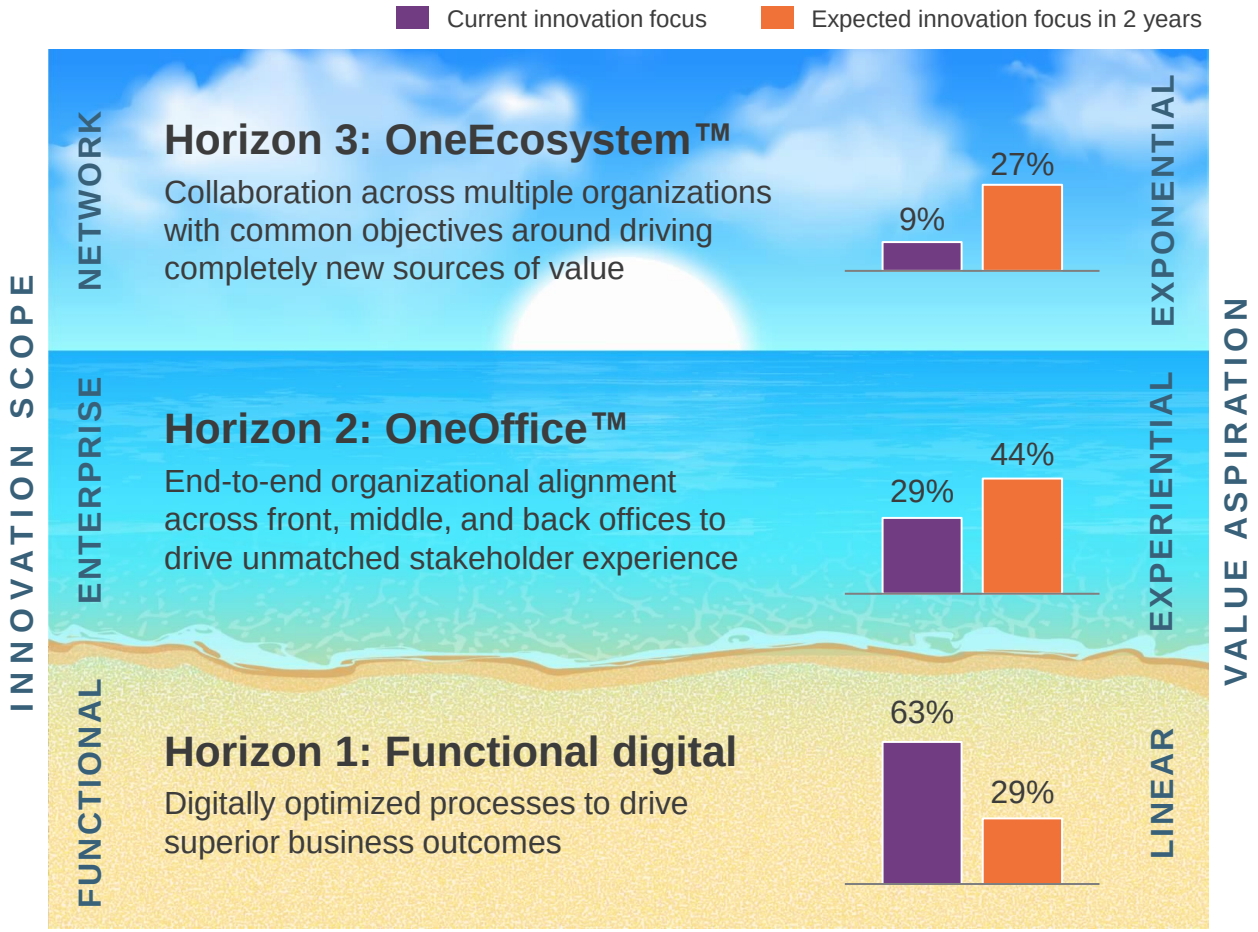
GenAI could impact more than just productivity

HFS Enterprise Innovation Framework



Sample: 602 executives across Global 2000 enterprises
Source: HFS Research, 2022

Impact of GenAI across the three Horizons of enterprise innovation

Horizon 3: OneEcosystem

Redefine ecosystems and change ways of working

- 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

Horizon 2: OneOffice

Optimize enterprise value chains to drive superior 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 1: Functional digital

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

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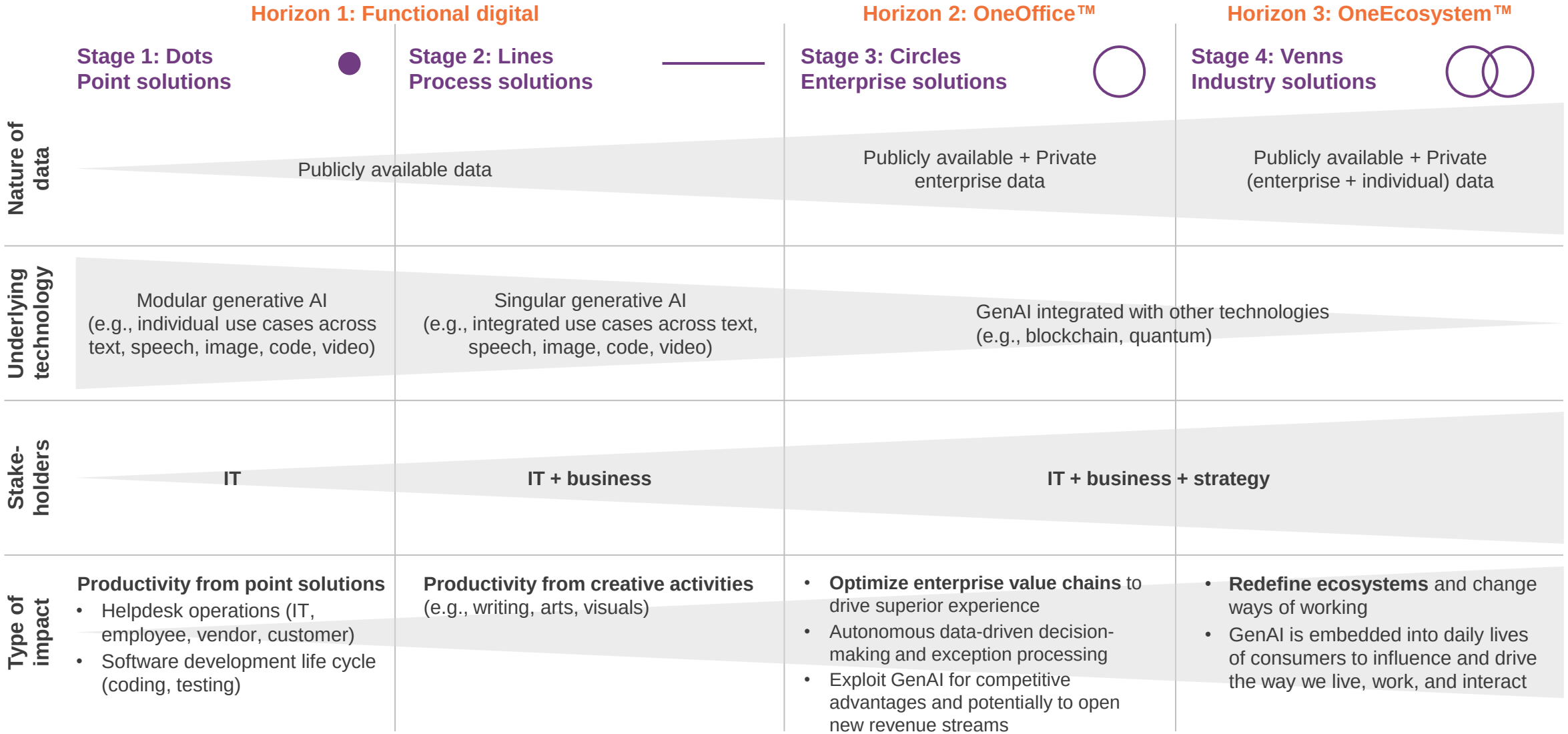
The role of data, OneOffice, and OneEcosystem in how GenAI will impact the enterprise beyond productivity



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An entire ecosystem around GenAI is unfolding right before our eyes

Apps

Consumer uses

Entertainment	character.ai, Midjourney
Productivity	OpenAI, ChatGPT, neeva
Other	trigo, Waabi

Enterprise stack

General productivity	ADEPT, glean, tome, AlphaSense
General and administrative	Ironclad, synthesia, eightfold.ai
Sales and customer support	GONG, RevComm, Clari, PolyAI
Marketing	Jasper, WRITER
EPD, IT, security	Moveworks, Abnormal, VECTRA, GitHub Copilot

Industry verticals

Law firms	Harvey.
Creative	runway, Midjourney, imagen, descript
Health	lz.ai, BAYESIAN HEALTH, insitro, PathAI, UNLEARN
Defense	ANDURIL, Shield AI, SLINGSHOT AEROSPACE, VANNEVAR Labs
Agriculture and climate	Pachama, FarmWise
Construction	CANVAS

Enterprise applications

Adobe, PEGA, salesforce, SAP, servicenow, workday.

Infrastructure

Deploy and monitor

Hugging Face, arize

Train and fine-tune models

Weights & Biases, mosaicML, PyTorch

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

Label and process data

Snorkel, scale, surge, COACTIVE

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!

Saurabh Gupta

President, Research and advisory

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 start-ups 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.

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2 Research methodology

Service providers covered in this report

Note: All service providers are listed alphabetically

Generative Enterprise services value chain (scope of services)

Training and education	Innovation	Consulting	Engineering	Technology management	Organizational change
• C-suite education • Employee education • Employee training • Workshops • Hackathons • Introduction to technology and interfaces • Prompt training • Centers of excellence • Labs	• Use case generation • Build pilots, proofs of concept • Build production environments • Rapid iterative design • Build and test large language models • Identify ecosystem partners • Drive co-creation with ecosystem partners	• Policies and procedures • Privacy and security • Use case validation • Process redesign • Technology choices • Vendor relationship management • Technology selection and validation • Governance • Compliance	• Data strategy • Data engineering • Data analytics • Large language model build • Prompt engineering • Retrieval augmented generation (RAG) • Fine-tuning	• Ongoing technology innovations • Platform implementation • Platform management • Ecosystem management	• 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)

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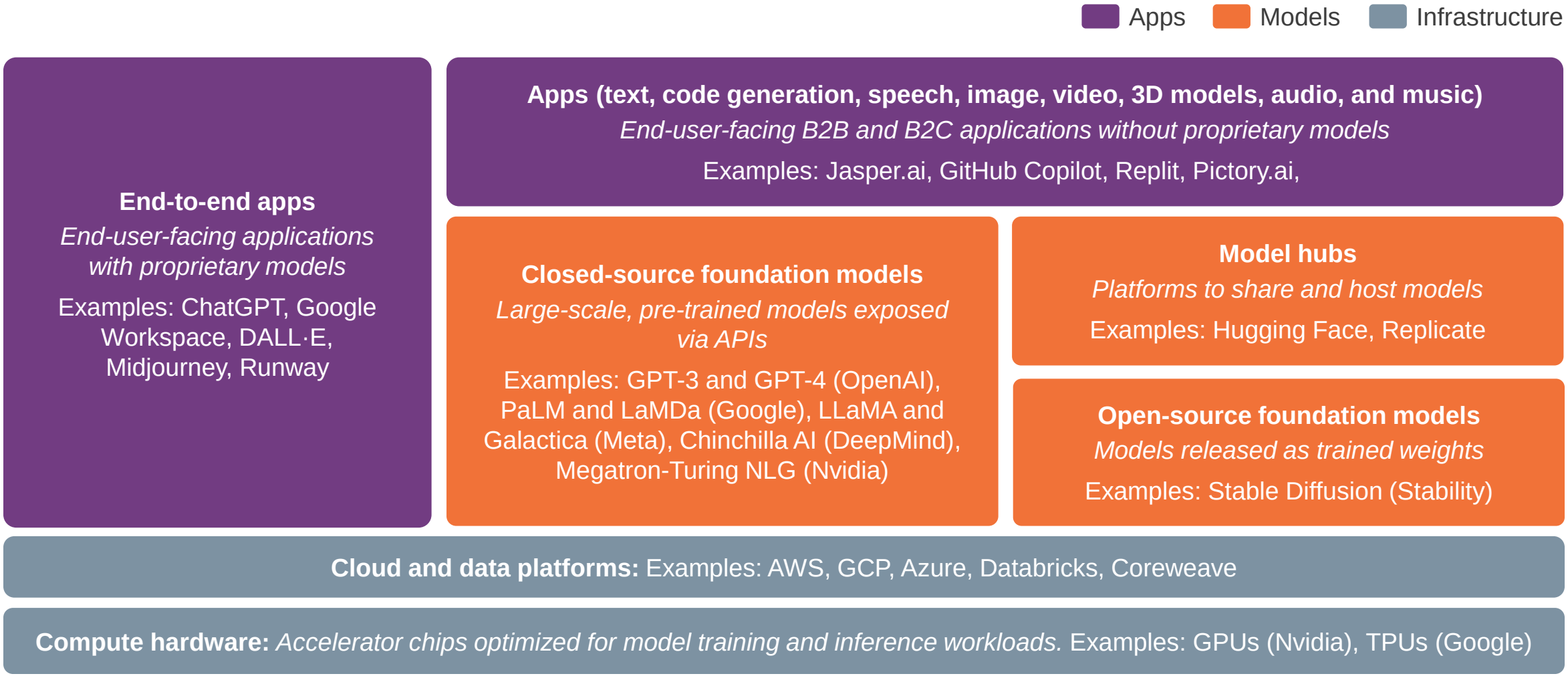
The emerging Generative Enterprise technology ecosystem consists of many suppliers unknown to the enterprise a year ago



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

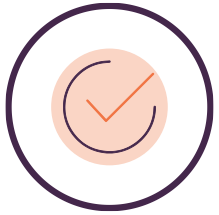
Sources of data

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.

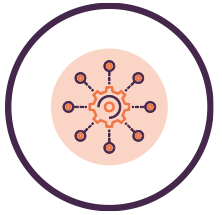


Reference checks

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.

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Assessment methodology

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.

Distinguishing supplier characteristics

Assessment dimension	Assessment sub-dimensions (Briefing questions)	Horizon 1 service providers	Horizon 2 service providers	Horizon 3 service providers
Value proposition: The Why? **(25%)**	How does your firm define the value of AI for your clients?	• Help enterprises understand the data, processes, and interactions needed to drive functional optimization	• Horizon 1+ • Ability to help enterprises break down data silos 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	• Horizon 2+ • 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)
	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?			
	Why should enterprises choose you for their Generative Enterprise journey as described by HFS? What makes you different or stand out?			
Execution and innovation capabilities: The What? **(25%)**	Please describe your AI-driven offering(s)? What industries and use cases are you targeting? Which of these are in production versus pilots?	• Strong machine learning capabilities • Typically offshore- ocused with strong technical skills	• Horizon 1+ • Strong machine learning, deep learning, natural language processing, and computer vision capabilities • Offshore and nearshore capabilities with both technical and consulting skills • Alliances with AI technology leaders • Market ready AI-driven proprietary tools, assets, and frameworks	• Horizon 2+ • Strong GenAI, LLMs, use cases, and capabilities • Deep partnerships, including joint IP creation with AI technology leaders • Strong frameworks for responsible and ethical AI • Well-rounded capabilities across all value creation levers: talent, domain, technology, data, and change management.
	What is your technology roadmap for GenAI? Describe any proprietary IP, frameworks, tools, solutions, and accelerators that you have. Please share your current client experiences with GenAI.			
	What other technologies (e.g., cloud, Web3, automation, metaverse) are important to deliver on the promise of AI?			
	Please describe the current strength of your trained resources on AI technologies? How is this expected to change in the next two years?			
Go-to-market strategy: The How? **(25%)**	How are you organized internally to develop your AI offerings and capabilities?	• Primarily effort-based relationships	• Horizon 1+ • Increasing number of performance-based relationships in the portfolio	• Horizon 2+ • Driving co-creation with ecosystem partners • Strong investments in GenAI • Evidence of purpose-based (co-creation) partnerships with clients in addition to increasing number of performance-based relationships in the portfolio
	Where are your main AI-related investments? (e.g., IP, partnerships, training, M&A)			
	How are you making sure the use of AI is responsible and ethical?			
	Please describe your commercial model for AI offerings. Include the approximate percentage of effort-based (e.g., FTE-based, T&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?			
	Please describe your AI ecosystem of partners. How do you plan to augment it for GenAI?			
Market impact: The So What? **(25%)**	How are you organized to develop your Generative Enterprise offerings and capabilities—centralized, regional, or by vertical?	• Recognized as strong implementation vendors • Referenceable and satisfied clients for ability to execute	• Horizon 1+ • Recognized as strategic partners by clients • Referenceable and satisfied clients for ability to execute and innovate	• Horizon 2 + • Recognized as thought leaders by clients • Referenceable and satisfied clients driving new business models with partnerships
	Please share client experiences with Generative Enterprise.			
	Voice of the customer			

3

Demographics and customer and partner data

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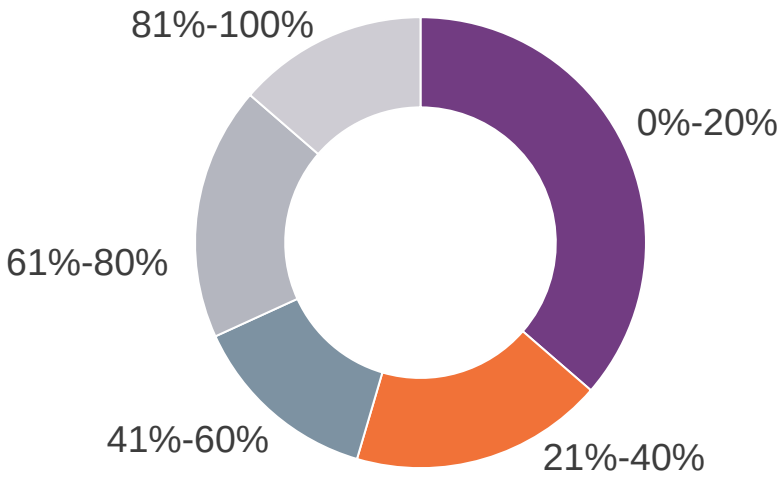
The average shift in spending from AI to GenAI is already 41%

- 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



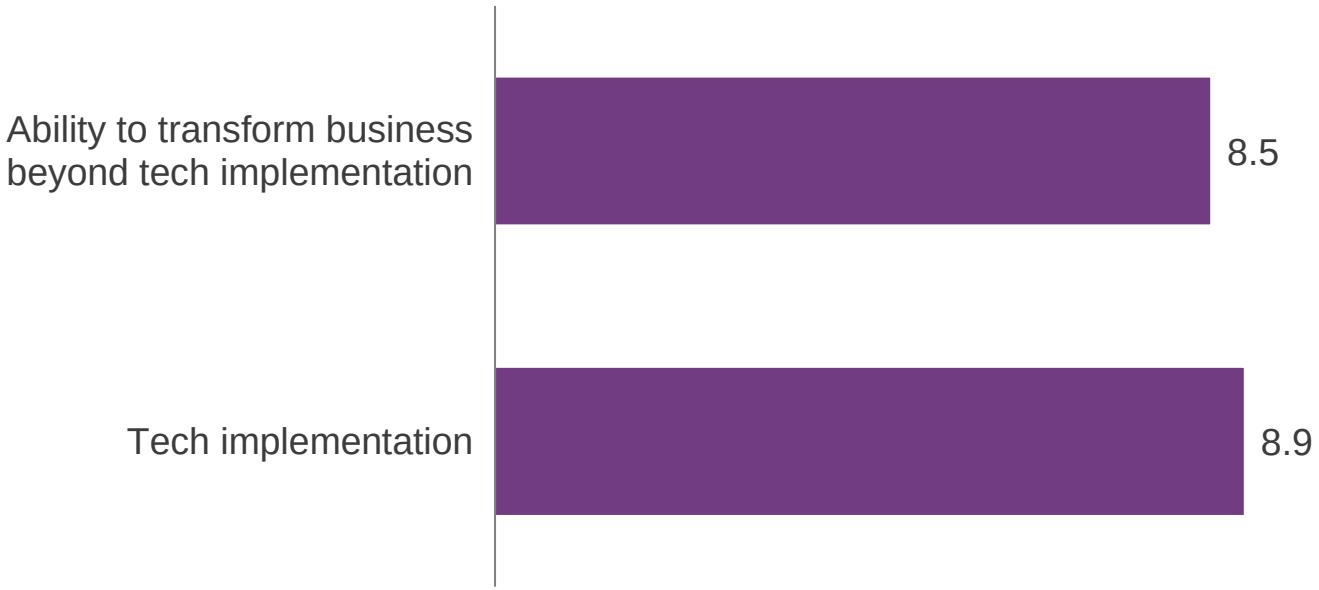
Weighted average of spending that switched from AI to GenAI

41%

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

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



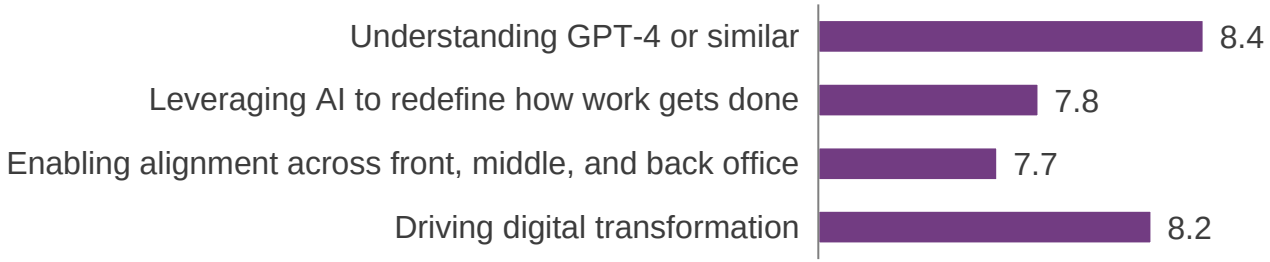
We asked 31 customer references to score their Generative Enterprise service providers on a scale of 1 to 10.

- 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.

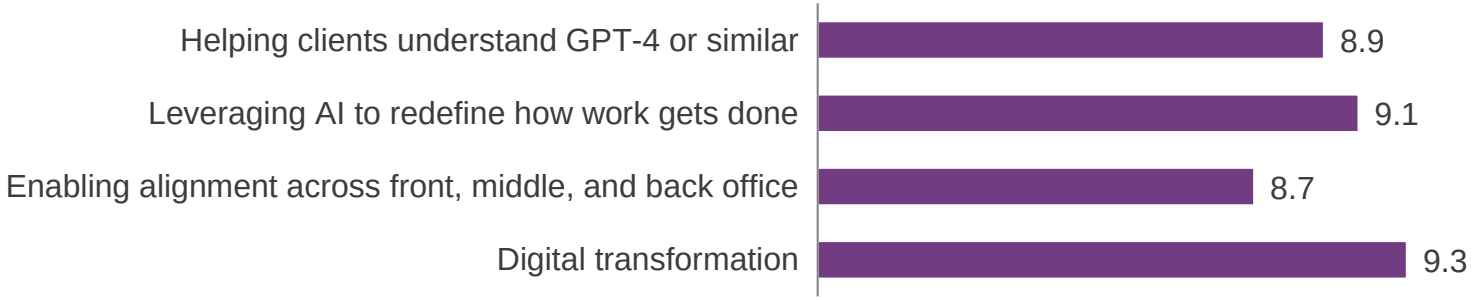
Sample: 31 customer references provided as part of the survey for this report
Source: HFS Research, 2023

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



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



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).

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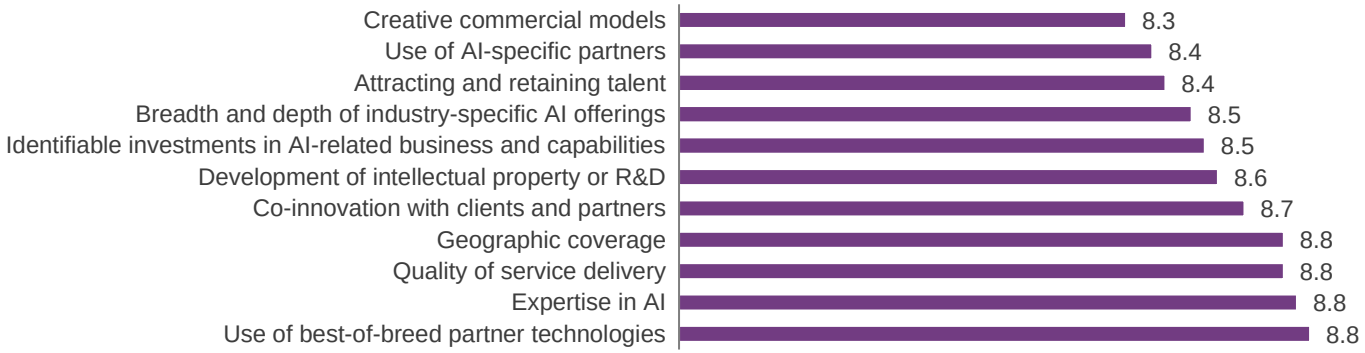
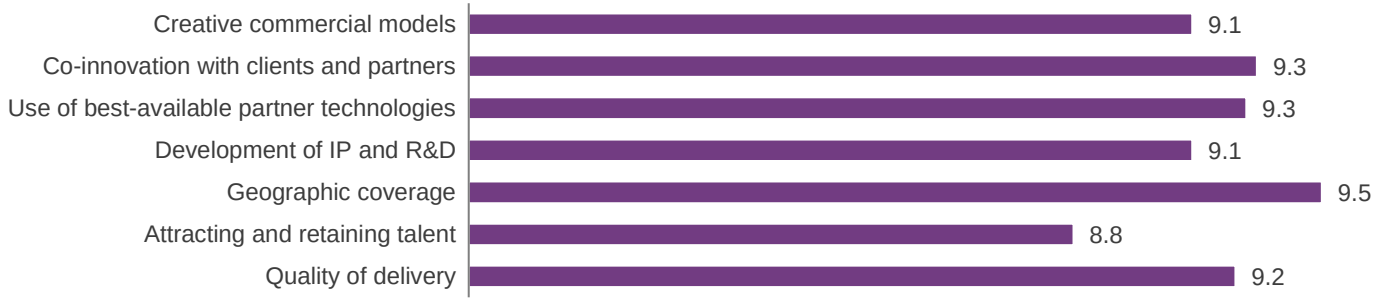
Partners and customers call out service provider talent issue

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



Partner ratings of their service provider partners
Provider capabilities
Partner ratings of service providers—average out of 10



- 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

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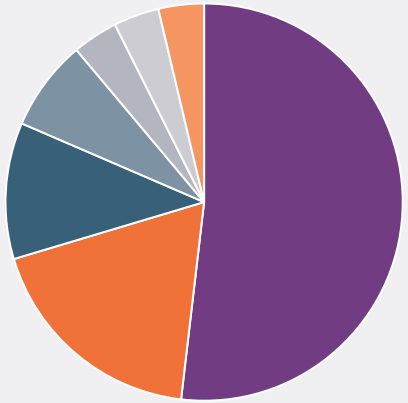
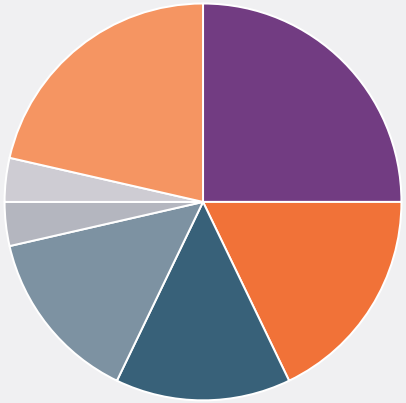
Survey demographics (enterprise customer respondents)

Customer geographic split



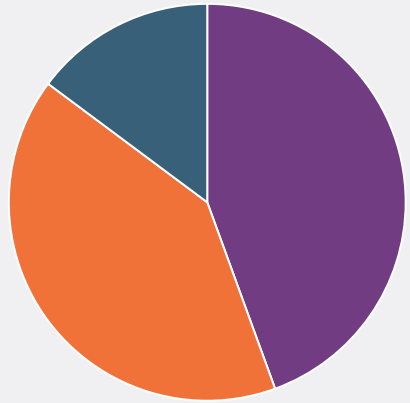
- North America
- Europe
- Asia Pacific
- United Kingdom
- Latin America
- India
- Australia or New Zealand

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

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Horizons results: Generative Enterprise™ services, 2023

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HFS Horizons—summary of Generative Enterprise service providers assessed in this report (1/2)

Providers (alphabetical order)	HFS point of view
Accenture	$3 billion investment to apply GenAI and AI to industry's toughest challenges
Akkodis	A data and ROI governance focus to drive innovation
Amdocs	Taking GenAI deep into telco
Ascendion	Becoming a Generative Enterprise to help clients become Generative Enterprises
Bain	Helping enterprise leaders understand GenAI disruption to augment with it
Brillio	Quick start with vertical solutions and outcome-based pricing
Capgemini	Converting GenAI delivery experience into services for CX, strategy, software, and data privacy
Cigniti	Pushing back against the hype of GenAI with an expectation-setting reality stick
Ciklum	Agile engineering chops to get GenAI out of the blocks fast
Cognizant	Enabling human-machine creative collaboration

Providers (alphabetical order)	HFS point of view
Deloitte	Value-led approach to integrating GenAI into AI strategy
Eviden	Accelerating the GenAI journey with AI and cloud
EXL	Data, AI, and domain chops for a vertical GenAI approach
EY	Re-thinking how the enterprise works through AI and GenAI
Genpact	Targeting the shift to outcome-driven processes
HCLTech	Data-focused, experienced early adopter of all things AI
Hitachi Vantara	Relatively slow starters must now prove considered approach will pay off with rapid market traction
IBM	Serious AI chops show the way to the Generative Enterprise
Infosys	Navigating from digital to an AI-first core infused with GenAI
KPMG	Balancing and managing the GenAI risks and rewards

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HFS Horizons—summary of Generative Enterprise service providers assessed in this report (2/2)

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

Providers (alphabetical order)	**HFS point of view**
Sutherland	GenAI is just a tool to deliver better customer outcomes
TaskUs	Deep LLM know-how focused on multiple CX cases
TCS	Applying GenAI to level-up employees across the enterprise
Tech Mahindra	Use-case-focused guidance for experimentation
UST	Credible GenAI solutions built to keep bias out
Wipro	Building digital-era AI-first intelligent enterprises
WNS	Reduced-risk domain-focused GenAI through co-creation and outcome pricing

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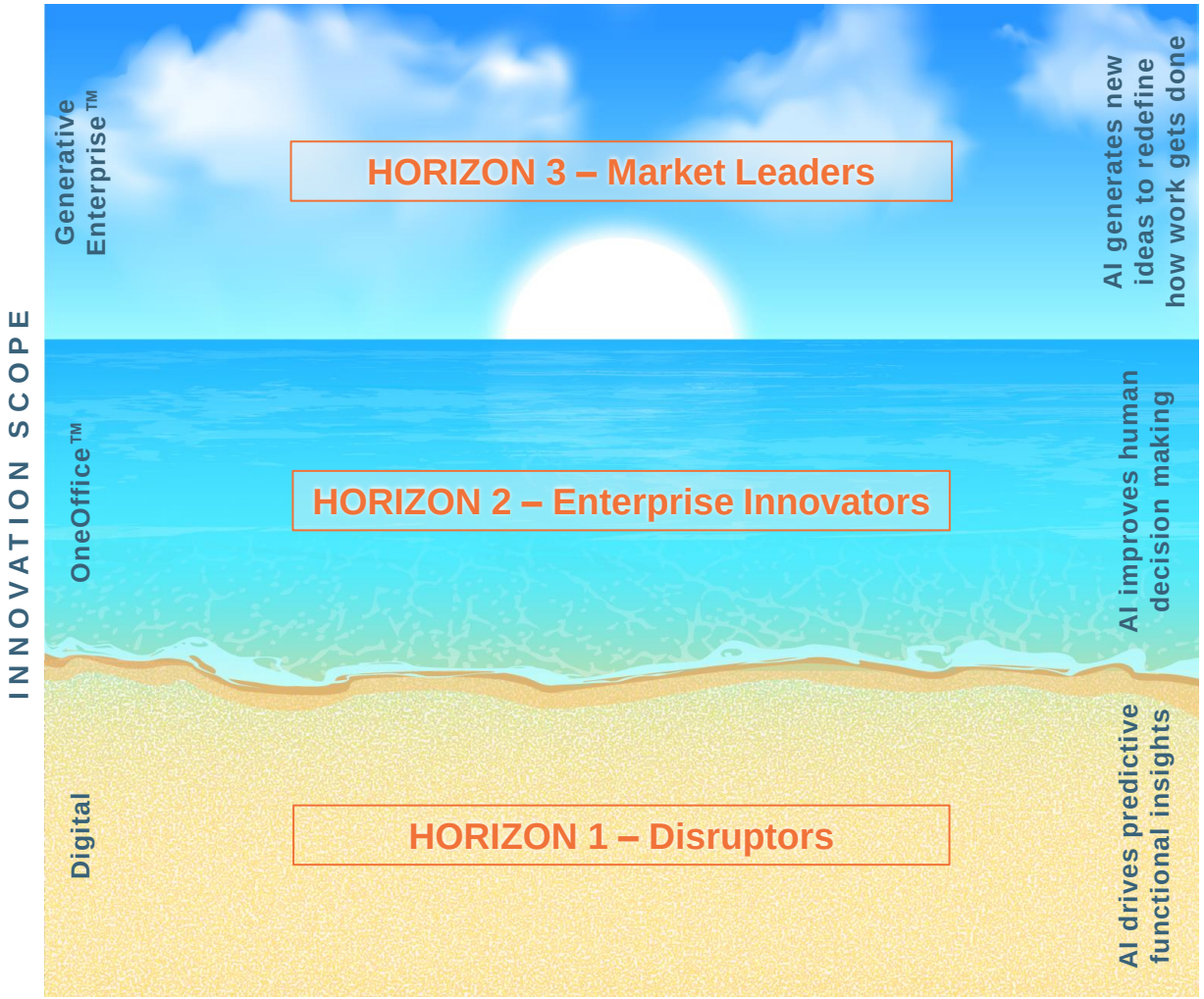
HFS Horizons for Generative Enterprise Services, 2023



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 driving new business models with partnerships

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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

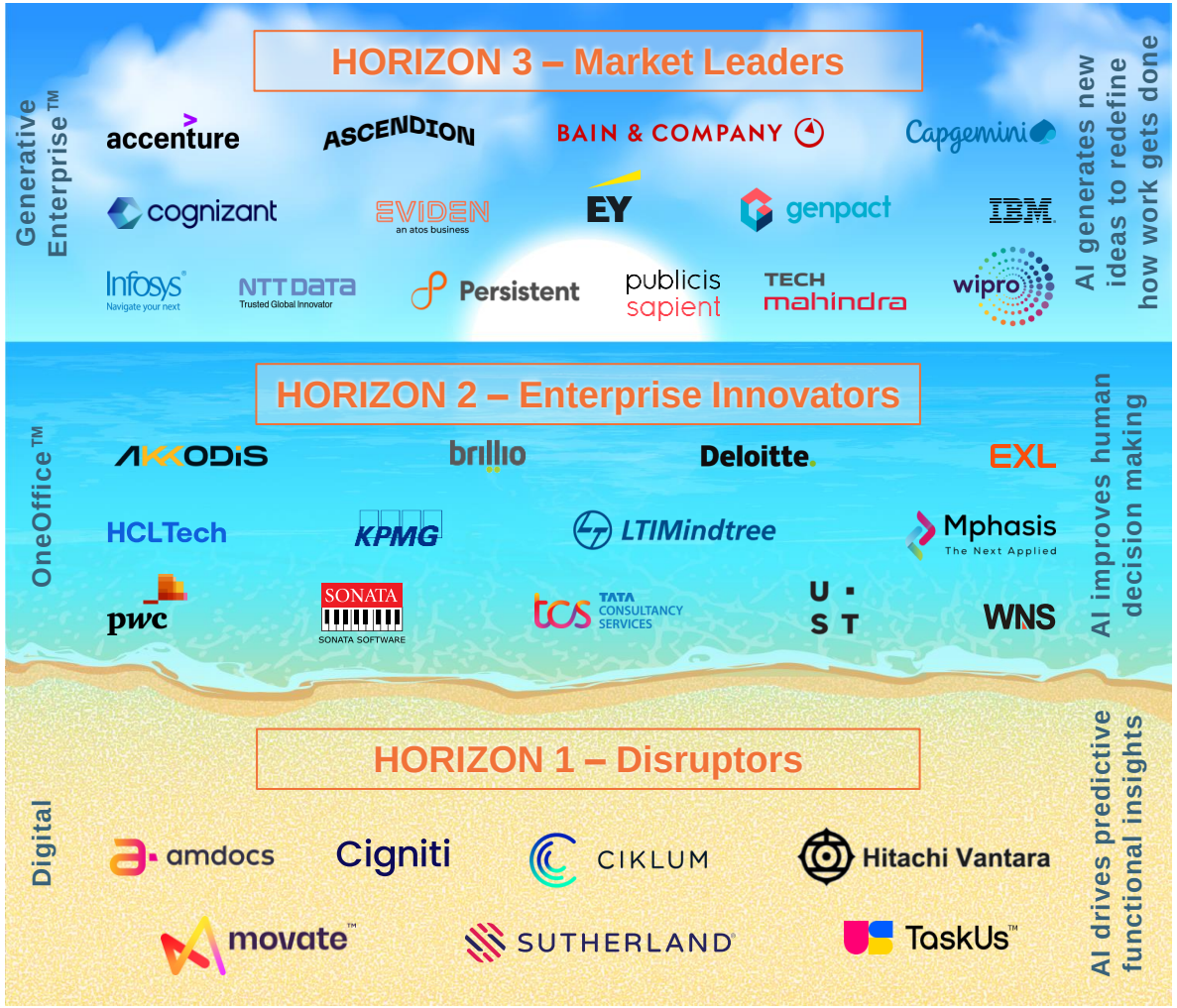
---

Horizon 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

HFS Horizons for Generative Enterprise Services, 2023



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Note: All service providers within a “Horizon” are listed alphabetically

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Horizons profiles: Generative Enterprise™ services, 2023

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Accenture: $3 billion investment to apply GenAI and AI to industry's toughest challenges

Strengths	Development opportunities
• **Value proposition:** Accenture offers a new data and AI approach for the GenAI era, focusing on cracking the toughest challenges the industry faces. • **Growth proof points:** Accenture announced a $3 billion investment for the next three years. It plans to increase 40,000 trained AI personnel to 80,000 over that period. The Center for Advanced AI launched. More than 300+ internal cases have been delivered. • **Key differentiators:** Key differentiators include a focus on new performance frontiers, unlocking data, and building AI foundations to cultivate AI-first organizations. • **Outcomes:** Accenture cut email response times from four months to two days at the UK's Department for Work and Pensions. More than 3,000 clients are engaged. • **Customer kudos:** Clients value Accenture's talent pool and industry knowledge. Understanding clients' business needs is a strong facet customers mentioned. • **Partner kudos:** Partners say Accenture's brand value and trusted advisor pool are key to winning large accounts.	• **What we'd like to see more of:** Accenture promises the possibility of industry-wide ecosystems for horizontal and vertical LLMs. We can't wait to see these come to life. • **What we'd like to see less of:** Some potential clients may be overwhelmed by the massive demand for change and opportunity that Accenture lays out for them. • **Customer critiques:** Clients believe Accenture must communicate how it can address the holistic data mesh needed for digital twins, security, and adaptability of cloud-delivered applications. • **Partner critiques:** Accenture can focus on solutions from larger partners; thus, it may not bring the full value of emerging ISV solutions. Its size can make it tough to work with and slows approvals.

Key offerings	Mergers and acquisitions (2019 – 2023)
• AI Navigator for Enterprise: Codifies industry experience with executable models, algorithms, and tools. It spans the end-to-end AI journey across GenAI use cases, including Gen AI readiness assessment, data foundations, foundation model selection, responsible AI, talent creation (COE-in-a-box to stand up a GenAI COE), and talent evaluation. It also includes Consumer 360 (C360) with methodology, architecture, and accelerators.	27 acquisitions of AI-specialized companies, including • Flutura: Industrial AI (2023) • ALBERT Inc.: Japanese data science company (2022) • BRIDGEi2i: AI and analytics (2021) • Sentelis: French data strategy, governance; Byte Prophecy: Automated insights and big data analytics (2020) • Analytics8: AI-powered data d analytics services (2019)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Microsoft, Google, Amazon • Snowflake, Databricks, Scale, Snorkel, Collibra, Informatica, Qlik, Teradata • OpenAI, Cohere, SambaNova, Nvidia, Meta • SAP, Oracle, Salesforce, Palantir, Cognite • AMD, Dell, Intel	**Number of clients:** 3,000+ client discussions; 300 use cases **Key clients** • Multinational bank • Spain's Ministry of Justice • One of the largest oil and gas companies • A global platform leader • Multinational telecom provider	**AI-driven revenue:** $300 million (pure GenAI, YTD) **Headcount:** Data and AI practitioners (40,000) (2023); (80,000) (2024) **Talent profile:** Not disclosed **Headcount growth locations:** Not disclosed **Targeted industries:** Not specified **AI labs:** Not disclosed	Center for Advanced AI • AI capability center, deepening full spectrum AI expertise for language, vision, ML/DL, and Edge AI • GenAI 2.0: Novel solution building • New industry solutions and pre-built models • Foundation model training and tuning

Ascendion: Becoming a Generative Enterprise to help clients become Generative Enterprises

Strengths	Development opportunities
• **Value proposition:** Ascendion is On a mission to transform itself into a Generative Enterprise. Large enough to be credible, small enough to be agile, and present in early-stage client strategy work. • **Growth proof points:** The company is rolling out GenAI 101 to all staff now; the entire engineering community will be certified in advanced GenAI next year. The firm has built LLMs for internal and external use. • **Key differentiators:** GenAI drives productivity improvement in software engineering (30%–50%) with lower risk; digital talent orchestration uses GenAI for rapid team deployment. • **Outcomes:** Outcomes include automated soil testing, LLM research for model enhancements for a high-tech firm, and product recommendations for a payments integrator. • **Customer kudos:** Customers appreciate the flexibility Ascendion offers. • **Partner kudos:** Partners praise Ascendion's understanding of digital transformation and ability to use modern solutions to phase out legacy products.	• **What we'd like to see more of:** Ascendion's digital fingerprinting framework could be a killer app in initial client engagements, getting the data ducks in a row from the start. • **What we'd like to see less of:** Customers are queueing for single-issue solutions, but Ascendion has the strategic chops to move more clients to the next levels in the journey to the Generative Enterprise. • **Customer critiques:** Customers want Ascendion to be able to showcase more appropriate case studies. • **Partner critiques:** Partners want Ascendion to be a more proactive reseller of partner services.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Advisory and Consulting: Technology readiness (especially data for GenAI), GenAI use case identification and proofs of concept, digital mindset and culture (via Cognixia, an Ascendion company), digital talent transformation • Solutions: Platform and product engineering, cloud engineering, quality engineering, data, analytics, AI, experience engineering, digital talent orchestration, human capital transformation	• Nitor Infotech: Software product engineering firm (2023)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Microsoft • AWS • Whiz.ai • Lenovo AI Innovators • Salesforce • Tricentis	**Number of clients:** 200+ • 20+ engineering clients served via A.AVA • Eight clients for engineering services specifically related to building GenAI products • 150+ clients for digital talent orchestration via the Metal platform **Key clients** • A US telecom giant • A leader in soil testing • A global leader in computer hardware • MNC in software, IT, platform, and gaming	• **Headcount:** 6,000+ • **Talent profile:** Non-tech (5%), tech devs (70%), experts (20%) • **Headcount growth locations:** India, Mexico, North America • **Targeted industries:** BFSI, healthcare and life sciences, high-tech, manufacturing, product and resources, communication, media, and entertainment • **AI labs:** India, (3) in Bengaluru, Chennai, Pune; Mexico, (1) in Monterrey	• Ascendion AVA for engineering infused with GenAI • Metal platform for talent orchestration • Ascendion GAIN framework to improve internal business processes • Gen AI CONFIDENCE framework • Indigenous LLM

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Bain: Helping enterprise leaders understand GenAI disruption to augment with it

Strengths	Development opportunities
• **Value proposition:** Strategic powerhouse with new capabilities to build GenAI. • **Growth proof points:** Bain has prioritized acquisitions and recruitment in GenAI. Client cases include 150+ proofs of concept and pilots and 25 in production. • **Key differentiators:** Bain's proprietary platform is built on client engagement lessons. The firm has a strong point of view on the long-term case for the big LLM players. Bain has a comprehensive program to ensure ethical, accurate, explainable, and regulated AI. • **Outcomes:** Outcomes include public case studies for Coca-Cola (customer engagement through creativity) and Carrefour (integrating bespoke menu generation with shopping carts). • **Customer kudos:** Clients consistently praise Bain for helping them drive a transformation agenda across business and technology.	• **What we'd like to see more of:** Bain's emphasis on stakeholder capitalism is laudable and likely to reassure employees of firms it engages with. • **What we'd like to see less of:** Bain must not be shy about its delivery creds in its foray into building things with GenAI. The strategic chops and the wherewithal to deliver is a powerful one-two punch. • **Customer critiques:** Bain can get stuck in the tech challenges of security protocols, which can cause delays. Customers also mentioned premium pricing.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Industry-specific frameworks to help clients address strategic challenges to their operating models and guide them toward augmenting their businesses wherever GenAI can add value • A proprietary platform that accelerates AI adoption by enabling rapid development of new use case demos and apps; as an intermediate layer between AI models and applications, it gives developers the resources and reusable components needed to create, test, and launch scalable and secure applications • AI strategy includes use case roadmap, technology roadmap, talent role definition, and change management	• Umbrage: Digital product studio for software solutions (2023) • Max Kelsen's consulting and managed services divisions: A provider of AI and ML solutions (2023)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Google, Microsoft, Amazon, Salesforce, SAP • OpenAI, Llamasoft, Pointillist, Endeva, Tryolabs, APT, Sysomos, Sigmoid, OpenAnalytics, Optimizely, Seedcloudm, Quantifind • Mphasis, LTIMindtree	**Number of clients:** Not disclosed **Key clients** • Coca-Cola • Carrefour • A large US pharma company	• **Headcount:** Bain has more than 1,000 AI, engineering, and data science experts, including for automation, with deep technology capabilities	Proprietary platform to accelerate GenAI journeys with reusable elements, enabling rapid adoption, including • App, knowledge, and AI services • Internal and external LLM services • SDKs and app templates • Python common components • Chunking, embedding, unified model access, and prompt testing

Capgemini: Converting GenAI delivery experience into services for CX, strategy, software, and data privacy

Strengths	Development opportunities
• **Value proposition:** Capgemini applies GenAI as a key pillar of digital transformation to unlock opportunities beyond productivity gains. • **Growth proof points:** Capgemini announced a $2 billion+ investment in AI over the next three years, a dedicated GenAI practice, and a range of services responding to experience in delivering GenAI to customers. It has multiple GenAI solutions in production. • **Key differentiators:** Differentiators include five years of experience with GenAI and a commendable focus on data, cloud, and the hard yards of scaling GenAI. It has credible experience in delivery. • **Outcomes:** Capgemini is applying GenAI at London's Heathrow (LHR) Airport to deliver faster, more targeted customer service. It is also using GenAI in cancer care for patients, code conversion at several banks, and content production at a large consumer products group. • **Customer kudos:** Capgemini's LHR client said Capgemini is helping deliver comprehensive and sensitive customer service. • **Partner kudos:** Capgemini's end-to-end capabilities and offers across the data and AI ecosystem support customers well through their data estate, analytics, and AI journeys.	• **What we'd like to see more of:** Capgemini promises greater LLM reliability from the control offered in its custom models. We look forward to seeing outcomes as clients scale. • **What we'd like to see less of:** Capgemini's marketing could align better with the many lessons from the trenches the GenAI practice has already learned. • **Partner critiques:** Partners say they like the industry-specific offerings, but that they want more.

Key offerings	Mergers and acquisitions (2019 – 2023)
• GenAI strategy: Define and prioritize GenAI use cases; lay foundations for scaling • GenAI for customer experience: GenAI assistants for personalized CX, including a design assistant, personalized chatbots, a content and knowledge assistant, and a product and offerings assistant • GenAI for software engineering: Improve efficiency and quality across the whole SDLC • Custom GenAI for enterprise: Combines pre-trained open large foundation models (LFMs) with enterprise proprietary data to fine-tune LFMs to meet client data privacy needs	• Rufus Leonard, 23red, Quantmetry, Braincourt, Knowledge Expert, Aodigy, Chappuis Halder & Cie, Quorsus (2022) • RXP Services and Acclimation, Empired and subsidiary Intergen (2021) • Altran with several other companies, such as Frog Design, Cambridge Consultants, Fahrenheit 212, Idean, and June21 (2019)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Amazon • Microsoft • Google • SAP • Salesforce • Adobe	**Key clients** • Boehringer Ingelheim • Coca-Cola • CPChem • Heathrow • L'Oréal • Unilever	**Headcount:** 34,000+ for overall data and AI group portfolio **Headcount growth locations:** All geographies Capgemini is present in **Targeted industries:** Automotive, banking, capital markets, insurance, consumer products, retail, energy and utilities, life sciences, manufacturing, public sector, telecoms. **AI labs:** 90+ research labs globally	• **IDEA:** A set of Industrialized data and AI engineering accelerators to improve time to value with data and AI platforms. • **Synthetic Data Generator:** Enables the testing of ML or other data-dependent software systems without the risk of exposure that comes with data disclosure. • **AI Glassbox:** Tool for AI explainability that helps businesses understand how and why AI gives specific decisions. • **Ethical AI:** Ethical AI solution draws from the Capgemini Code of Ethics and provides tools for the business user to incorporate ethical principles in their model and data.

Cognizant: Enabling human-machine creative collaboration

Strengths	Development opportunities
• **Value proposition:** Cognizant offers enterprise-ready GenAI technology and experience fusing AI and software engineering to deliver creative human-machine collaboration. • **Growth proof points:** Proof points include a $1 billion investment in scaling GenAI throughout the business. The Neuro AI platform was the first of its kind to market,. It has 200 early client engagements. • **Key differentiators:** "Cognitive Architectures" blend GenAI with key technologies to deliver experiences, processes, operations, knowledge, and engineering. • **Outcomes:** The $800 million Gilead deal leverages GenAI. Case studies in production include resolving a US insurance company's customer queries with 97% accuracy. • **Customer kudos:** Clients trust Cognizant. Its talent pool, knowledge of technology architecture, partner ecosystem, and domain knowledge are key strengths. • **Partner kudos:** Partners praise Cognizant's dedication to co-innovation, commitment, flexibility, global support model, competitive pricing, and vertical knowledge.	• **What we'd like to see more of:** Cognizant should leverage its engineering creds and devops expertise to lead customers from the focus on productivity toward the Generative Enterprise. • **What we'd like to see less of:** Cognizant needs to work on its messaging to stand out in a sea of me-too offers. Identifying as "your post-evangelist partner" could make sense. • **Customer critiques:** Client experience with Cognizant automation continues to focus on process automation. The newly created Enterprise Automation practice should help address bringing together business and IT. • **Partner critiques:** Partners want Cognizant to focus on marketing, to improve the velocity of MSP services, enhance talent strategy, and bolster onshore executive presence.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Enhance CX: AI-powered conversational assistants to automate and raise CSAT • Empowered Workforce: Knowledge management and semantic search to unlock insight • Streamline Ops: Streamline workflows for process improvement and productivity gains • Design and Engineering: Enhance developer productivity to improve quality and innovation • Process Orchestrator: Apply GenAI to optimize knowledge work tasks	• **AustinCSI:** Digital transformation company specializing in enterprise cloud and data analytics and advisory services (2022) • **Servian:** End-to-end digital transformation with data analytics and AI (2021) • **Inawisdom:** Data, AI, cloud, digital engineering, and IoT firm (2020)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Google, Microsoft, Amazon • Hugging Face, Sisense, OpenAI, Domo, Dataiku, Moogsoft • Plainsight, VisualCiortex, Nvidia • ServiceNow, Automation Anywhere, Blue Prism, UiPath • IBM, Adobe, Salesforce, Databricks, Talend	**Number of clients:** 650+ **Key clients** • US-based investment and insurance company • US-based mutual insurance company • A leading pharma company • Global European bank • Leading consumer goods company	• **AI-driven revenue:** $1.1 billion - $1.3 billion (2023), 20%-25% growth (2024 estimate) • **Headcount:** AI specialists (15,000+), data scientists (1,250+), anticipated additional GenAI-trained associates (25,000+) • **Talent profile:** Non-tech (20%), tech devs and experts (80%) • **Headcount growth locations:** All geographies, especially in US, UK, and India • **Targeted industries:** BFSI, CMT, healthcare and life sciences, retail, MLEU • **AI labs:** Current (3) San Francisco, London, Sydney; planned AI R&D planned (3) San Francisco, London, Bangalore	• 70+ patents and 100+ accelerators • Neuro AI toolset for enterprise-grade AI includes Cognitive architectures: Solution design patterns for generative applications, data engineering, model orchestration, knowledge platforms, cloud and edge solutions, responsible AI solutions, and productivity accelerators across requirements, design, software, and ops

Eviden: Accelerating the GenAI journey with AI and cloud

Strengths	Development opportunities
• **Value proposition:** Eviden (a recent carve-out from Atos) offers 20+ years of data, AI, and cloud expertise, end-to-end tech stacks, and business solutions. It has a bank of 400+ industry use cases and a modular set of accelerators. • **Growth proof points:** Proof points include 125+ active customer conversations in GenAI with 35,000 staff in training. The firm has already invested in IP its GenAI Labs created. • **Key differentiators:** Differentiators include its security focus, on-prem private LLM solutions, and a responsible AI solution in play with four clients. Eviden has a federated GenAI practice. • **Outcomes:** Outcomes include a developer assist toolkit delivering a 20%-40% gain in digital transformation projects. It is also applying GenAI internally to RFP responses and staffing projects. • **Customer kudos:** Clients appreciate Eviden's dedication and availability. • **Partner kudos:** Partners praise Eviden's ability to expand capabilities with innovation and leverage its large client base.	• **What we'd like to see more of:** We like the value-led focus on accelerated, innovative, game-changing use cases. • **What we'd like to see less of:** Eviden should be less reticent to come forward with thought leadership. • **Customer critiques:** Some clients say they want Eviden to develop its own opinion on technology trends ahead of competitors. • **Partner critiques:** Enterprises want Eviden to have more communication and cooperation within the various business segments to remove internal competition for the same business.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Business-driven consulting with a design-build-run process • Industry accelerators: Pre-packaged use cases, builder accelerators (build, manage and optimize GenAI applications), model accelerators (model tuning with Microsoft, Google, AWS, etc.), public cloud accelerators (with Microsoft, Google, and AWS), performance accelerators (localized low-latency dedicated infrastructure), security accelerator (IP and data protection of knowledge and secrets) • Responsible AI assessment, awareness, training, and implementation	• Cloud consulting and implementation: Cloudreach (2022), Maven Wave (2019) • Salesforce: Profit4SF (2021), AppCentrica (2021), Eagle Creek (2020), Edifixio (2020) • Data, AI, IoT, smart cities: DataSentics (2021), Ipsotek (2021), Visual BI (2021), Miner & Kasch (2020) • Security: InFidem (2023), CryptoVision (2021), SEC. Consult (2021), Motiv (2021), Paladion (2020), digital.security (2020) • High performance computing: Nimbix (2021), Bull Sequana (2020)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• AWS, Google Cloud, Microsoft • Snowflake, Databricks, Salesforce, SAP, ServiceNow • Kore.ai, Nvidia	**Number of clients:** 125+ GenAI sales conversations, proofs of concept, and pilots **Key clients** • Large Dutch BFS firm • Multinational cosmetics company • A top-three English football club • Major insurance broker • Large retail company	• **AI-driven revenue:** Not disclosed • **Headcount:** 2023 (8,000+), 2024 (12,000+) • **Talent profile:** AI/ML with at least one industry knowledge (60%), specialized in AI/ML and other engineering (40%); digital transformation consultants (160) • **Headcount growth locations:** Americas, Europe, MEA, and APAC • **Targeted industries:** FS&I, manufacturing, HLS, retail, travel and logistics, telecom, media and technology, energy and utilities • **AI labs:** AI labs in US and Europe (12), innovation centers are being upgraded into AI labs, plans to add more in 2024	IP outcomes from GenAI Labs include • Knowledge Pilot: ITOPs and business knowledge handling • Sales Assistant: GenAI-enabled Customer 360 persona • Aisaac GenAI module: Cybersecurity • Developer and test assist: Productivity boost across SDLC • GenAI insights engine • Shopping Assistance: E-commerce • ThinkAI-as-a-service: Training LLMs. • Vertical IPs: For example, a co-pilot for underwriters (insurance)

EY: Re-thinking how the enterprise works through AI and GenAI

Strengths	Development opportunities
• **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.	• **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	Mergers and acquisitions (2019 – 2023)
• 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	• **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	Key clients	Relevant global operations and resources	Flagship internal IP
• Microsoft, Nvidia, Databricks • RISELab, Sandbox AQ, CYC • IBM • SAP, Synthesia	**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	• **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)	• 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

Genpact: Targeting the shift to outcome-driven processes

Strengths	Development opportunities
• **Value proposition:** Genpact combines business process orchestration with enterprise data management and AI-led innovation to transform customer experiences. • **Growth proof points:** Proof points include its investment in three GenAI patents. It has trained 400 GenAI experts and 20,000 non-technical employees, and it plans to double that by year-end. Genpact is rewiring to take advantage of GenAI throughout. Genpact has committed $600 million to investments in AI over the next three years. • **Key differentiators:** Differentiators include applying GenAI to go beyond productivity and targeting time-to-decision and time-to-value. Genpact offers an innovative approach to pricing. • **Outcomes:** Genpact is in production with AWS Bedrock for financial crime suspicious activity reporting with RiskCanvas (2019 acquisition). It is near production in contact center CX enhancement. It has a pharma newsletter and reporting on drug development and near-real-time media monitoring. • **Customer kudos:** Customers are impressed by Genpact's delivery and customization of systems and use of technology. • **Partner kudos:** Partners praise their dedicated GenAI and cloud practice, expertise in enterprise-grade AI, and process domain knowledge.	• **What we'd like to see more of:** Genpact has made a good start in scaling employee skills, but it needs to keep the investment coming for sustained talent engagement. • **What we'd like to see less of:** Genpact should not be shy about bringing its forward-thinking approach into the ideation process for customers. • **Customer critiques:** Customers want a balanced approach to quality and SLAs and more support on ideation. • **Partner critiques:** Partners say they would like to scale faster with Genpact and want more cross-functional focus on clients.

Key offerings	Mergers and acquisitions (2019 – 2023)
• GenAI for the Enterprise: Incubate, democratize and scale; CoE with guardrails for data strategy, private LLMs, and a responsible AI operating model • GenAI for Augmented Business Process: Automate, optimize and redefine business processes with GenAI capabilities of search, generate, classify, cluster, summarize, extract, translate • GenAI for Technology and Digital Ops: For coders, testers, analysts, with co-pilots and GenAI tools for efficiency and productivity, including development tools for developers, LLM for visualization design, and contextual document generators	• **Hoodoo Digital:** Expanding capabilities in creating innovative customer experience journeys (2022) • **Enquero:** Data engineering and data-led transformation services (2021) • **Something Digital:** End-to-end digital commerce offering that puts customer experience front and center (powered by Adobe Commerce Cloud Gold partnership) (2020) • **RiskCanvas:** Digital- and data-led anti-money laundering and anti-fraud processes equipping banks to effectively manage risk and compliance (2019) • **Rightpoint:** Designed to bring experience and process innovation together to help clients drive end-to-end digital transformation and win in the growing experience economy (2019)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Amazon • Microsoft • Google • Dataiku • Celonis	**Number of clients:** 250+ **Key clients** • Mondelez, ING, Unilever, Morgan Stanley, Disney, GE, Manulife, Medtronic	• **AI-driven revenue:** $200 million (YTD), $750 million for FY23-24, with operationalization of LLMs and FMs at scale • **Headcount:** 2,000 FTEs (2023), scaling to 10,000 FTEs (2024) • **Talent profile:** Non-technical (30%), tech devs and experts (70%) • **Headcount growth locations:** India, US, Europe • **AI labs:** 10 AI labs, including Palo Alto, London, New York, Bangalore, Gurgaon, Katowich, Bucharest, and LATAM	• 30 cross-functional AI patents: 11 granted, 19 filed; 50+ AI accelerators • Three GenAI patents: Synthetic structured data generation maintaining referential integrity, intelligent prompt selection, cognitive business-specific intelligence • 80+ reusable frameworks and assets

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IBM: Serious AI chops show the way to the Generative Enterprise

Strengths	Development opportunities
• **Value proposition:** IBM targets productivity, new business models, accelerated time to market, and one-to-one experiences at scale with watsonx and its partner ecosystem. • **Growth proof points:** IBM has 1,000 GenAI CoE SMEs and 40,000 AI and analytics engagements. It has 100 GenAI client case studies to date. • **Key differentiators:** Key differentiators include watsonx, deep GenAI partnerships, GenAI Garage, curated prompt libraries, IBM LLMs that indemnify customers, an AI ethics board, and a long AI legacy. • **Outcomes:** Engagement outcomes include data integration time reduction of 30%, automated customer service answers with 95% accuracy, reducing text reading and analysis work for knowledge workers by 90%, and reducing the cost per invoice of 50%. • **Customer kudos:** Customers praise IBM's thought leadership, investment in innovation, and ability to deliver hybrid-cloud solutions for data, AI/ML, and automation needs. • **Partner kudos:** Partners celebrate IBM's domain knowledge and client relationships.	• **What we'd like to see more of:** We are impressed by IBM's internal commitment to use GenAI to transform so that it can show customers the way to the Generative Enterprise. • **What we'd like to see less of:** We'd like to see less reticence to scale expertise in GenAI roles. There's an arms race for skilled employees going on, and IBM is at risk of falling behind. • **Customer critiques:** While IBM can execute globally, the best execution talent is not evenly distributed to all. • **Partner critiques:** Partners want to see IBM doing more to deliver its innovations across multiple clients.

Key offerings	Mergers and acquisitions (2019 – 2023)
• IBM Garage for Generative AI: To apply generative AI to new and existing use cases • IBM Consulting Essentials for Generative AI: To enhance productivity with enterprise-safe models and tools and transform how value is delivered • GenAI at Scale, GenAI LLMOps • Regulatory compliance catalog	• NS1, SASApptio (2023) • Neudesic, Envizi, iDataband, Dialexa, Octo (2022) • BoxBoat, myInvenio, Taos, StackRox, SXiQ, Phlyt (2021) • Instana, Expertus, WDG Automation (2020) • RedHat (2019)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Watsonx.ai • Microsoft, OpenAI, Amazon • Google • Primary ecosystem partners: SAP, ORACLE, Salesforce, Adobe • Hugging Face • PineCode	**Number of clients:** Not disclosed **Key clients** • Moderna, NASA, The Masters, Citibank, Bouygues Telecom, Elevance Health, Wintershall Dea, Audi, US Veterans Affairs	• **AI-driven revenue:** Not disclosed • **Headcount:** IBM Consulting (160,000), skilled data and AI practitioners (21,000 and growing) • **Headcount growth locations:** Not disclosed • **Targeted industries:** Banking, customer service, CPG, industrial, public sector • **AI labs:** IBM AI Innovation Centers in 41 countries	WatsonX is an AI and data platform with AI assistants. Core components include a studio for new foundation models, generative AI and machine learning, a data store built on an open data lakehouse architecture, and a toolkit to accelerate AI workflows focused on responsibility, transparency, and explainability. The watsonx AI assistants help employees work without expert knowledge across business processes and applications, including automating customer service, generating code, and automating key workflows.

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Infosys: Navigating from digital to an AI-first core infused with GenAI

Strengths	Development opportunities
• **Value proposition:** Infosys takes enterprises from digital toward an AI-first approach infused with GenAI. • **Growth proof points:** Infosys is winning big deals with its AI-first approach and well-developed GenAI service catalog. It is leading with its internal transformation. • **Key differentiators:** Infosys is an early adopter with a track record stretching back to GPT-2. It is strong on helping enterprises build the ecosystems GenAI will thrive in and the ambition to build systems augmented by humans (rather than humans augmented by technology). Infosys Topaz includes AI-first services, solutions, and platforms. • **Outcomes:** Outcomes include a GenAI-powered contact center transformation for a large telco, knowledge retrieval and summarization for a large FS firm, and GenAI assistants for engineers. • **Customer kudos:** Customers are impressed by the combination of AI and domain expertise drawn from experience across domains. • **Partner kudos:** Partners praise Infosys' ability to build long-term customer relationships and its subsequent ability to become a trusted advisor.	• **What we'd like to see more of:** The AI-first ambition chimes well with the Generative Enterprise. Now, we need to see the ambition achieved. • **What we'd like to see less of:** Infosys needs to start winning the battle for talent. Customers are noticing a loss of key talent. • **Customer critiques:** Customers say Infosys must do more to identify and retain key talent, better engage at a strategic level, and improve the speed of delivery. • **Partner critiques:** Partners would like Infosys to be more proactive when engaging with partners.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Data and AI strategy: AI- and GenAI-powered business • AI-led data and analytics services: AI experimentation, data science, and advanced analytics services • Industry AI services: AI-driven industry platforms for consumer, media, life sciences, AI, cloud, etc. • Data and AI exchanges: Partner data exchange, safe knowledge rooms, data and insights monetization • Autonomous data and AI estate, AI life cycle management, AIOps and monitoring, AI discovery • Modernization: AI-led data landscape modernization and data on cloud	• **Base Lifesciences:** Life science and healthcare consulting with a strong focus on data and AI; Oddity: Creative, branding and experience design, VR/AR and metaverse (2022) • **Carter:** Digital human-centered design, experiential, enhanced digital transformation, customer interaction expertise; GEIM: Communications, Media, and Technology experts (2021)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Microsoft, Amazon, Google, OpenAI, Nvidia, Oracle, Salesforce, IBM, SAP, Hugging Face • Grete, Snowflake, Databricks, CodeGen, Rephrase.ai	**Number of clients:** Not disclosed **Key clients** • US multinational investment bank • Multinational pharma and biotech corporation • Manufacturer of farm machinery • US multinational manufacturer of food products • German multinational technology conglomerate	• **Talent profile:** Non-technical (25%), technical (75%) • **Headcount growth locations:** North America, Europe, and APAC • **Targeted industries:** Financial services, healthcare, life sciences, CPG, retail, manufacturing, telecom, media and entertainment, energy • **AI labs:** 100+ client living labs worldwide	• Infosys GenAI Suite: Responsible AI-Ops Platform, Applied AI Platform, Autonomous Data & AI Estate Suite, AI Brain, Infosys Cortex, Contact Center Intelligence, Life Sciences Commercial Insights, Tennis Platform, Infosys Autonomous Store (Retail), Manufacturing AI Cloud, ESG AI Cloud

NTT Data: Embedded GenAI—beyond innovation for transformation

Strengths	Development opportunities
• **Value proposition:** GenAI is baked into already mature approaches. NTT Data aims to take GenAI beyond innovation to transformation. It is using GenAI to reinvent itself. • **Growth proof points:** NTT Data has trained 9,000 GenAI developers this year and has 54,000 expert developers, with plans for 117,000 (60% of total employees) by 2024. • **Key differentiators:** NTT Data uses GenAI to transform its practices to apply learnings for clients. It has dozens of value-realizing case studies. It offers flexible pricing. • **Outcomes:** Outcomes include conversational bots to enhance multichannel customer experiences, documents turned into an interactive knowledge resource for employees, and improved document management and team collaboration. • **Customer kudos:** Customers like its realistic milestones, business-outcome focus, AI expertise, collaboration, and quality service and delivery talent. • **Partner kudos:** Partners appreciate its ability to understand client needs, execution, talent, deep insights, and strong client relationships.	• **What we'd like to see more of:** Turn up the marketing volume. With 300+ opportunities in just "several" clients, NTT Data should be reaching a wider audience with its dozens of successfully implemented GenAI-related case studies. • **What we'd like to see less of:** Let's see GenAI applied to discover new ways of working rather than augmenting more mature approaches. • **Customer critiques:** Customers struggle where team members aren't as multilingual as they'd like, and they'd like to see more creative commercial models in AI. • **Partner critiques:** Partners would like to see solutions catering to middle-market customers instead of only high-end customers and leverage innovation and client base to scale across clients.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Infrastructure and tools: Development of use cases, responsible governance • GenAI is embedded in NTT DATA's storylines specifically designed for CxOs challenges, for example the CDO journey and the Intelligent Platform (CTOs) • Data and intelligence business strategy and advisory: AI governance, AI prototyping, AI service-driven design, AI regulation, generative AI, AI-driven organization, AI hub • Data and intelligence technology modernization: AI architectures, MLOps, AI solutions	• Aspirent Consulting: Data analytics, digital product development, digital enablement, management consulting and strategy (2022) • Chainalytics: Supply chain consulting and managed analytics services (2021) • HashMap: Data-driven services as cloud modernization, data protection, and data platforms and architecture (2020)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Microsoft • Adobe • IBM • OpenAI, Hugging Face, Google, Amazon, Meta • SAP, Kore.ai	**Number of clients:** 50+ **Key clients** • Utilities: Iberdrola and others • Pharma: Pfizer Inc., Almirall, AvMed • Banking: Top global bank • Public sector: Machida City, Madrid, several municipalities • Retail: Walmart Chile, L'Oréal • Top telco in EMEAL	• **AI-driven revenue**: Not disclosed • **Headcount:** 10,000 FTE in data and intelligence • **Talent profile:** Business consultants, data scientists, data engineers, AI engineers, platform admins • **Headcount growth locations:** Japan, EMEAL, APAC, Americas • **Targeted industries:** None specified • **AI labs:** Six innovation centers in Japan, United States, Italy, Germany, China, and India	• IDP and knowledge management: Dolffia, Litron, and Knowler to extract information from documents, augmented Q&A, improved knowledge graphs and ontologies • Conversational AI: Eva leverages GenAI to provide 24x7 customer service and applies cognitive learning. • Code generation and transformation: Coding by NTT Data, Dedalow for fast code, automating end-to-end software development • Intelligent managed services: Nucleus, Clonika, uses GenAI to automate enterprise outcomes, including IT environment management and workflow optimization

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Persistent: Data-led GenAI engineering prepares the way ahead

Strengths	Development opportunities
• **Value proposition:** Persistent helps enterprises learn now for the longer AI roadmaps to come. • **Growth proof points:** All 16,000 tech employees will be GenAI trained by the end of September 2023, and cross-industry IP and accelerators will be developed. • **Key differentiators:** Digital engineering heritage, deep data capabilities, and domain expertise; recognized by Microsoft as the right partner for the toughest AI challenges. • **Outcomes:** Internal use of GenAI-powered code assistants has improved developer productivity by up to 29% and code quality by up to 43%. It has delivered app modernization for a global biotech firm and personalized sports drills for a golf tech firm. • **Customer kudos:** Customers praise customization of both scope of work and delivery, and the depth of AI knowledge. They like Persistent's committed and expert teams. • **Partner kudos:** Partners are impressed by early GenAI adoption and leadership.	• **What we'd like to see more of:** The focus on data is to be commended. GenAI is all about the quality of the data. • **What we'd like to see less of:** Don't underplay the new players in your GenAI ecosystem. Enterprises will rely on your understanding and management of this ecosystem. • **Customer critiques:** Customers want better communication, proactive input from Persistent about bringing in new technologies, and to work harder to hold on to talent. • **Partner critiques:** Partners want Persistent to invest more in pre-sales and marketing and would like to see more speed and agility from them.

Key offerings	Mergers and acquisitions (2019 – 2023)
• GenAI-powered Digital Engineering & Enterprise Modernization suite to accelerate outcomes. • AI-led software and quality engineering, industry solutions, enterprise reinvention • GenAI advisory, GenAI fast-start program, digital engineering, enterprise modernization, conversational AI, enterprise search and analytics, bespoke projects • Enterprise data maturity improvement across the data lifecycle	• MediaAgility: Building on existing Google partnership (2022) • Data Glove: Specialists in digital transformation using Microsoft technologies (2022) • Sureline: Cloud migration specialists (2021)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Amazon: Premier Tier Services Partner Status, staff trained on CodeWhisperer with experience in Bedrock and SageMaker • Microsoft: Adoption of CoPilot and Azure OpenAI across workforce • Google: Building offering with VertexAI and GCP foundation models • Salesforce: Building bespoke solutions on EinsteinGPT and IBM–Watsonx	**Number of clients:** 35 clients **Key clients** • Global cloud leader • Leading provider of biospecimen solutions and research services • Information company for insights to athletes • Leading biotechnology company • Leading private equity firm • Leading tax technology company	• **AI-driven revenue:** $47 million–$58 million (FY23), $58 million–$70 million (FY24 estimate) • **Headcount:** Trained tech employees (16,000) • **Talent profile:** Technical talent includes data scientists with GenAI skills; non-technical talent includes domain and business SMEs • **Headcount growth locations:** North America, Asia Pacific, Europe • **Targeted industries:** BFSI, HLS, high-tech • **AI labs:** Five AI labs in India and the US	• Application modernization suite power by LLMs for the migration process. • NeoGen AI: Ontology to graph on-the-fly • Smart Clinical Trials: Cuts time for creating oncology-specific models, cutting patient recruitment cost sand increasing trials • Coding & Code Testing Assistant: Application modernization suite, enterprise digital assistant • GenAI Vertical Suite: More than a dozen solutions and accelerators

Publicis Sapient: GenAI walks hand in hand with digital business transformation to amplify value for CX and EX

Strengths	Development opportunities
• **Value proposition:** Publicis Sapient applies GenAI to amplify digital business transformation for enhanced growth in business model innovation, CX, EX, and enterprise enablement. • **Growth proof points:** The company has a comprehensive use case library. Publicis Sapient also leads Publicis Groupe's GenAI transformation. The Bodhi platform has used LLMs since 2020. • **Key differentiators:** Publicis Sapient's integrated SPEED (Strategy, Product, Experience, Engineering, Data and AI) capabilities cut time to market. GenAI value realization is integrated into Publicis Sapient's Digital Business Transformation model. It focuses on enterprise enablers: skills, data quality, tooling standardization, ethics, governance, and partner strategy. • **Outcomes:** It applied GPT-4 to improve substitutions for an online grocery retailer, enabled GenAI-customer support for a gardening society, and leveraged GenAI to reimagine the travel planning experience for a hospitality company. • **Customer kudos:** Clients appreciate its customer-centricity, innovation, and pace. • **Partner kudos:** Hyperscalers find its creatively innovative bent of mind in CX impressive. It is appreciated for its knowledge, consulting, and repeat revenue from big logos.	• **What we'd like to see more of:** We like Publicis Sapient's detailed, value-based approach to internal training. • **What we'd like to see less of:** Much of how Publicis Sapient pitches its differentiators is echoed by many of its rivals. It needs to identify and amplify its differentiators to cut through in a noisy market. • **Customer critiques:** Clients are mostly happy with the service but want Publicis Sapient to keep its quality consistent while maintaining growth. • **Partner critiques:** Partners would like Publicis Sapient to continue expanding in growth markets (LATAM and Middle East), allowing partners to scale (geographies, customers, and maturity in GCP services.)

Key offerings	Mergers and acquisitions (2019 – 2023)
• Quick starts: GenAI Ignite workshop, GenAI hackathon, demos, and proofs-of-concept • GenAI strategy: Business case prioritization, operating model, ethics, governance, and risk • Industry-specific GenAI use cases: Blueprinting and implantation • Cross-industry use cases: For example, GenAI product engineering, commerce, and content creation • Enterprise GenAI implementation: Scaling with enterprise-grade solutions and platform accelerators	• PS AI Labs: Launched 2020, now wholly owned by Publicis Sapient (2023) • Yieldify: Personalization platform for global brands (2023) • Growth OS: AI and ML for media decisioning (2022) • Bodhi: Enterprise AI platform (2022) • Retargetly: Data and technology company (2022) • CitrusAd: CDP and data monetization platform for global brands (2021)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Microsoft, Amazon, Salesforce, Adobe, Google, Meta, Nvidia • OpenAI, VertexAI, Anthropic, Humanloop • Replicate, Hugging Face • Databricks, Anyscale, Snowflake	**Number of clients:** Not disclosed **Key clients** • Global bank • International insurance company • International travel and hospitality business • UK retailer • UK gardening society • Global entertainment brand	• **Headcount growth locations:** North America, LATAM, EMEA, APAC • **Targeted industries:** Consumer products, energy and commodities, financial services, health, public sector, retail, telco, media and tech, transportation and mobility, and travel and hospitality • **AI labs:** Dedicated data and AI center of excellence	• Bodhi: Award-winning enterprise AI platform delivering LLM use cases with integrated industry accelerators since 2020 • PS Chat: Secure, scalable enterprise chat and LLM developer environment hosted on Azure, offering enterprise/tenant data boundaries, audit, custom policies, collaboration, data-masking, etc.

Tech Mahindra: Use-case-focused guidance for experimentation

Strengths	Development opportunities
• **Value proposition:** TechM brings together AI, analytics, and automation to target zero touch, zero error, zero latency, and zero disruption. It targets previously unsolvable problems. • **Growth proof points:** A fourth (25%) of current TechM revenue is infused with and amplified by AI. GenAI is expected to double that to 50%. • **Key differentiators:** GenAI Studio was among the first GenAI assets for experimentation among GSIs. TechM is now working on an Indian languages LLM. It has a use-case focus. • **Outcomes:** Outcomes include automated proposal writing, improved student and tutor experience, enterprise knowledge search to identify investment prioritization, code productivity, contact center email solution, and digital assistance for IT support engineers. • **Customer kudos:** TechM received big ticks for industry expertise, innovative technology, agility, and a client-centric approach. • **Partner kudos:** Partners are impressed by TechM's vision for GenAI, its domain and tech expertise, and its turnkey enterprise project delivery.	• **What we'd like to see more of:** TechM should make more of its well-thought-out approach to GenAI architecture, ecosystem development, and the direct engagement of its CEO, Mohit Joshi. • **What we'd like to see less of:** TechM is holding back on entering what it fears will be an "expensive" war for talent. It relies instead on its Learning and Development function. Will this be enough to keep up with demand? • **Customer critiques:** Some customers feel they lack evidence that Tech Mahindra responds to their feedback. • **Partner critiques:** Partners would like to see the outcome of TechM's intent to optimize customer spending with GenAI. We look forward to TechM sharing cases as it delivers.

Key offerings	Mergers and acquisitions (2019 – 2023)
• XAAS (experiment as a service) • GenAI studio build • Enterprise knowledge search, synthetic data generation, content moderation • Analytics to drive GenAI-driven chatbots • Responsible AI adoption, pre-trained domain LLM, AI-based pair programming	• Altavec: Mobile and Spatial Technology solutions; Thirdware: digital solutions and services in automotive consulting, design, and development (2022) • BrainScale: Cloud Consulting; Lodestone: Digital Engineering and quality assurance; DigitalOnUs: Hybrid cloud and DevOps service provider; Tenzing: Digital transformation, consulting, and business reengineering services and solutions (2021) • Zen3: Enterprise application practice (2020)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Google • Microsoft • Amazon • IBM • Databricks, KoreAI, Altair	**Number of clients:** 200+ client engagements for AI and GenAI, 50+ client conversations for GenAI **Key clients** • A leading American multinational telco client • A large freight railroad client • A prominent American private equity firm • A large natural gas utility in North America • An online marketplace • A pharmaceutical giant	• **AI-driven revenue:** 30% of TechM's revenue is infused with AI. TechM estimates its AI revenues have grown 400% from 2021 to 2023. • **Headcount:** 12,000+ • **Talent profile:** Non-technical (5%), technical (95%) • **Headcount growth locations:** India, Americas, Europe, and UK • **Targeted industries:** Key focus verticals are CME, manufacturing, BFSI, and HLS • **AI labs:** 20+ AI and innovation labs, including standalone labs, as part of Makers Lab (TechM innovation center), and co-innovation centers with clients and partners, with extensions planned in Finland and Dallas	• GenAI Studio: 50+ solutions and accelerators • Email amplifAIer • Ops amplifAIer • Vision amplifAIer • NetOps.ai • Altavec, forecasting amplifAIer

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Wipro: Building digital-era AI-first intelligent enterprises

Strengths	Development opportunities
• **Value proposition:** Born in tech, Wipro offers platform-agnostic capabilities and frameworks for agility, knowledge, execution, and outcomes. • **Growth proof points:** Wipro's $1 billion investment supports the organization as it transforms into an AI-first enterprise through R&D, partnerships, developing new solutions, and advancing capabilities. Currently, 175,000 employees have completed the initial GenAI training as part of a tiered AI curriculum. • **Key differentiators:** Wipro has more GenAI assets on the MS marketplace than any rival, 620 AI/ML patents with 115 granted, and the GenAI Seed Accelerator, where it works with and invests in GenAI start-ups and AI innovation. The WEGA framework offers Responsible AI and builds in sustainability. • **Outcomes:** Outcomes include GenAI applied at a major North American airport for traveler assistance and baggage handling and automated code generation for a global pharma major. • **Customer kudos:** Clients appreciate its skills base and processes for development. • **Partner kudos:** Partners praise Wipro for its strong technical team, understanding of GenAI, the WEGA framework, and its strength in demos, pitching, and implementation experience.	• **What we'd like to see more of:** Wipro's commitment to internal transformation and employee training is of the first rank. • **What we'd like to see less of:** Fixed-cost and FTE-based pricing still accounts for more than half of Wipro's commercial engagements, though the firm is committed to increasing both outcome-based and purpose-based (co-creation) models. • **Customer critiques:** Clients expect Wipro to be able to better communicate strategic transformation opportunities to senior management. • **Partner critiques:** Given the massive size of the organization, sometimes documentation and contract processes can take too long to complete. Higher engagement in horizontal and industry thought leadership is desirable.

Key offerings	Mergers and acquisitions (2019 – 2023)
• GenAI accelerators: Including enterprise digital assistants, call centers, code migration, conversational BI, digital marketing, synthetic data generation, and content generation • Wipro differentiators: Including responsible AI, content moderation, deflection logic, query rephrasing, LM finetuning, Prompt Chunker (patented), LM training studio, LLM agnostic • Other services: Including custom LM, LM optimization, model governance, model distillation	• Convergence Acceleration: AI for telco; Rizing: AI on SAP capabilities (2022) • Capco: AI for banking, insurance, and energy; Ampion, Edgile: AI for cybersecurity (2021) • Eximus: AI for semiconductor firms; Encore: AI for trade finance (Finastra) (2020)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Nvidia • Microsoft, Google, Amazon • IBM Watson, Databricks • Kognitos, Avaamo • Dataiku, OctoML, Snowflake, Domino.ai, DataRobot, Kore.ai, H2O.ai, Yellow.ai, Gleen.ai, Uniphore, Nuance	**Number of clients:** 1,100+ AI clients **Key clients** • Seven of top 10 US BFS firms • Four FAANG companies • Five health and life sciences firms • Three global energy firms • Three global auto firms • Four retail brands • Four US payors (insurance firms)	• **Headcount:** 30,000 (2023), 60,000 (2024) • **Talent profile:** Technical (80%), including Kaggle toppers (top data science forum), hackathon winners, open-source AI, IEEE, and PhDs • **Headcount growth locations:** US, Europe, India, ME, ANZ • **Targeted industries:** 25 industries served • **AI labs:** 20 existing, scaling to 100 across Americas, Europe, and APMEA	• 1,200 solutions and accelerators • Lab45 innovation hub provides technology (platform, models such as DICE, Topcoder), and seed accelerators for AI adoption • CoreAI Platform includes several foundation models built on Azure, but integrates OpenAI and other models • 620+ AL/ML patents • Wipro Gallagher, Data Discovery Platform

Akkodis: A data and ROI governance focus to drive innovation

Strengths	Development opportunities
• **Value proposition:** Freedom from large legacy IT deals (unlike many rivals) means Akkodis can focus on disrupting with GenAI, unhindered by fears of cannibalizing its revenue streams. • **Growth proof points:** The GenAI practice is established and includes detailed and industry-specific services portfolio, frameworks, and accelerators. • **Key differentiators:** Governance frameworks for data and spending focus on supporting rapid innovations using GenAI. The firm brings domain-specific strengths in large manufacturing, with "safety first" lessons learned from work in autonomous vehicles. • **Outcomes:** AI solutions are in production. Those involving GenAI are largely at proof-of-concept and pilot stages, including contact center agent augmentation and a sales co-pilot for renewal of contracts and revenue growth. • **Customer kudos:** Akkodis helps create IP and completely changes how customers think. • **Partner kudos:** Partners say Akkodis is not just implementing AI; it is changing how work gets done with deep domain, vertical, and cross-functional understanding of business needs.	• **What we'd like to see more of:** We like the governance frameworks on offer. We are looking forward to cases illustrating their impact. • **What we'd like to see less of:** While recognizing efforts to deliver new sources of value, we'd like to see less focus on cost and time savings. • **Customer critiques:** Customers want Akkodis to make the range of their capabilities easier to discover. • **Partner critiques:** Partners want Akkodis to be "less humble" about its end-to-end AI capabilities and to communicate more during projects.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Imagination unleashed workshop to explore potential solutions and challenges • AI impact matrix, performance sentinels (for model monitoring), cloud-driven innovation lab • GenDataSphere data genome analysis: Quality, relevance, patterns, insights, relevance, and opportunities • Generative AI launch pad: Architecture and integration services for deploying GenAI models • Responsible AI Charter: Guidelines and implementation	• Data Respons and affiliates: Autonomous systems, advanced data analytics, and AI; Sylog: Media and gaming sector AI; inContext: Electrification algorithms; MicroDoc: IOT and AI; Frobese: Financial services advanced AI analytics; Epos CAT: computer-aided design and AI; Techpeople: Embedded AI solutions (2020)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Amazon, Microsoft, Google • OpenAI, Hugging Face • Futurepath, Vectoredge • MIT, Cariad • Arize AI, Fiddler AI, Weights & Biases • Vellum, Gretel, Snorkel AI, Argilla	**Number of clients**: 20+ **Key clients** • Alphabet, Microsoft • Australia Department of Police • BMW Group, Volkswagen Group • Dentalai, ShopAgain • Federal Ministry of Education and Research • GSK, Safran, Inter Mutuelles	• **AI-driven revenue:** $710 million (YTD), $1 billion (estimated by 2024) • **Headcount:** 2,000+ FTE • **Talent profile:** Non-tech (60%), tech devs and experts (40%) • **Targeted industries:** Manufacturing, mobility, transport, logistics, automotive, technology, life science and healthcare, financial services and fintech, CPG and retail • **AI labs:** Silicon Valley, Munich, Paris	• AIVante Labs: Platform for prototype development, continuous model improvement, Smart AI generation engine (SAGE), Optimized AIOps management, MLOps automaton, AI engineering • Accelerators: Contact Center LLM, Service Spectrum LLM, Voice Spectrum LLM, Generative AI Core (Data Mastery: Annotation to Synthesis) • Knowledge Assist: Agent Co-pilot, Auto Summarize, Analyze (AI sentiment analysis)

Brillio: Quick start with vertical solutions and outcome-based pricing

Strengths	Development opportunities
• **Value proposition:** Brillio offers quick and easy access to industry-specific outcomes through pre-built modules and accelerators. • **Growth proof points:** Brillio has invested $25 million to date. It has 100+ GenAI-trained professionals and 150+ prompt engineers across service lines. • **Key differentiators:** Outcome-based pricing is a specialty. Brillio is training its teams and supporting AI in academia. It offers the customer-focused benefits of smaller firms. • **Outcomes:** Outcomes include virtual assistants (LLM-powered chatbots) enabling self-service increased CSAT scores and an AI-enabled BI-delivered self-serve through natural language. • **Customer kudos:** Customers like Brillio's technical expertise and agility. • **Partner kudos:** Partners like Brillio's data analysis.	• **What we'd like to see more of:** We are impressed with the commitment to outcome-based pricing models and look forward to long term-production GenAI examples. • **What we'd like to see less of:** Tone down the focus on cost take out and efficiencies. We'd like to see more value in the mix. • **Customer critiques:** Customers would like Brillio to show up with more domain knowledge. • **Partner critiques:** Partners are looking for evidence of expertise in AI integration.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Consulting frameworks: GenAI readiness index, governance, LLM ops, and cost estimator • Technical solutions: Code assist, testing as a service, intelligent search, tabular Q&A, AI-enabled business intelligence, LLM application gateway • Vertical solutions: LLMs for regulatory process automation (clinical trials), insurance bot, pre-authorization and claims processing (health care), content and design generation (media)	• CloudStratex: Cloud advisory and infrastructure expertise (2023) • Cedrus Digital: A best-in-class CX transformation consulting firm (2021) • Standav: A leading Salesforce Revenue Cloud service partner (2021)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Microsoft • Google • Amazon • Salesforce • ServiceNow	**Number of clients:** 100+ clients with 10+ GenAI projects **Key clients** • Top three multinational technology corporation • Top three global e-commerce company • A global telecommunications conglomerate • A global leader in logistics • A top American pharmaceutical company • Top three global QSR brand • A European software firm • American multinational financial services firm • A leading retail and consumer bank	• **AI-driven revenue:** >$120 million (FY 23/24 estimate) • **Headcount:** 1,200; expecting 30% growth for 2024 • **Talent profile** – Bachelor's (33%), master's (46%), PhD (21%) – Technical (90%), non-technical ratio (10%) • **Headcount growth locations:** India, US, UK • **Targeted industries:** Retail and CPG, BFSI, healthcare and life sciences, TMT • **AI labs:** Seven labs, two more planned next year	• BrillioOne.ai: GenAI solutions woven into engineering, AI, and ops, such as code generation and testing and contact center ops • LLM suite and GAN suite (accelerators) • Fine tuning accelerator • Prompt engineering accelerator • Intelligence Model health monitoring • Inferencing accelerator, LLM cost estimator • Responsible AI

Deloitte: Value-led approach to integrating GenAI into AI strategy

Strengths	Development opportunities
• **Value proposition:** Deloitte has a value-led approach to integrating GenAI with existing AI strategy to harness the power of human-machine collaboration. • **Growth proof points:** Deloitte launched a new practice to help clients harness the power of GenAI and foundation models in April 2023; it is applying Deloitte AI Academy to bridge skills gaps. • **Key differentiators:** Partnership with Google Cloud's GenAI, ML, and data analytics focused on public sector agencies, including geospatial scenario planning with the Google Earth engine. • **Outcomes:** AI-led outcomes include helping a major retailer improve the shopping experience and using exploratory analytics to uncover opportunities for a beverage maker. • **Customer kudos:** Strong link of data modernization to governance and cybersecurity.	• **What we'd like to see more of:** Generative AI outcomes—if Deloitte is working on lots, it's keeping many very quiet. • **What we'd like to see less of:** Less strategy-led inertia, please. Use the Trustworthy AI framework more to provide guardrails for fast pilots. • **Customer critiques:** Clients appreciate Deloitte's vision for ecosystem-enabled new value, but clients want more help curating and orchestrating partners. • **Partner critiques:** Deloitte needs to create more joint case study success stories. Partnerships execute regionally very well but can have missteps globally in complex projects.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Digital artifact generation and validation: Helps determine whether an idea can be turned into a beneficial use case leveraging GenAI. • AI strategy, trustworthy AI, AI insights and engagement, cloud machine learning • Data and analytics modernization, AI-enabled innovation and ecosystem architecture • Intelligent automation, managed analytics and AI services	• **SFL Scientific:** AI, strategy, and data science firm (2022) • **Intellify:** AI, data, and ML firm specializing in AWS and Databricks (2022) • **HashedIn Technologies:** Cloud-native product development and software engineering firm (2020)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Google Cloud, AWS • IBM, Informatica, Oracle • Salesforce, SAP, ServiceNow, Workday	**Number of clients:** Not disclosed	• **AI-driven revenue:** Not disclosed • **Headcount:** Analytics and AI services (27,000+) • **Talent profile:** Not disclosed • **Headcount growth locations:** Not disclosed • **Targeted industries:** Public sector is a priority target • **AI labs:** Not disclosed	• Trustworthy AI framework: A multidimensional AI framework to help organizations develop ethical safeguards • CortexAI: A cloud-agnostic AI development platform with plug-and-play technologies; a secure, integrated approach to accelerate AI and machine learning (ML) projects • Quartz Frontline AI, Quartz Compass AI: Nvidia-powered customer service and logistics solution

EXL: Data, AI, and domain chops for a vertical GenAI approach

Strengths	Development opportunities
• **Value proposition:** Combining data, AI, domain knowhow, and ability to execute at scale, for a vertical-focused approach to GenAI. • **Growth proof points:** 250+ live conversations; 35% have selected use cases and pilots, 12 have signed up for production, and there is more to come. • **Key differentiators:** It invested in GenAI modules in its "AI Workbench" and developed GenAI-driven solutions to accelerate outcomes. It's staying close to LLM disrupters. • **Outcomes:** It reduced operational costs by $150 million for a global broker and helped an African bank make the strategic shift to becoming an AI-led bank. • **Customer kudos:** Kudos include EXL's integration with a client's business, its ability to provide tailored automation solutions, and its flexibility to scale up or down easily. • **Partner kudos:** A partner appreciated its deep domain expertise, data and analytics services, talent, client relationships, and continuous innovation.	• **What we'd like to see more of:** EXL should build on its vertical-first approach. It's an under-served need at present. • **What we'd like to see less of:** Its short-term focus on efficiency gains may get clients rolling, but can that always be in the right direction? • **Customer critiques:** Clients perceive the success of the automation initiative depends on the resources they get, and it can be "a hit or a miss." • **Partner critiques:** Partners would like EXL to expand its operations beyond BFSI, healthcare, retail, CME, and manufacturing. Partners would also like to see expansion into the APAC and ANZ regions.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Consulting: Use-case prioritization and roadmap, domain expertise, and proof of value • AI services: Set up a GenAI center of excellence and data management services • AI solutions: LLM-powered standalone solution deployments • Digital ops powered by AI solutions: Data led, domain playbook, and use cases • AI solution platform: AI workbench integrated with security, privacy, AIOps, and monitoring	• **Inbound Media Group:** Customer insights (2022) • **Clairvoyant:** Cloud enablement offerings from advisory to execution (2021)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Amazon, Microsoft, Google, Databricks, Snowflake • Cohere, DynamoFL, Fidelia, aBLT.AI, Sidi, Writer • Appian, ServiceNow • Salesforce, IPsoft, Blue Prism, UiPath	**Number of clients:** 200-250 clients **Key clients** • Top five global bank • Leading global broker • Top five Australian insurer • Leading mid-size US bank • Top South African bank • Leading US L&A insurer • Leading UK energy company • Top 10 US healthcare provider	• **AI-driven revenue:** $350 million–$400 million (YTD) • **Headcount**: 5,500+ • **Talent profile:** Non-technical (600), technical (5,400) • **Headcount growth locations:** US, UK, APAC, India • **Targeted industries:** Banking and financial services, insurance, healthcare, retail and e-commerce, CME, utilities, travel and logistics • **AI labs:** Eight digital labs, six digital COEs for AI, data, cloud, hyper-automation, CX, and analytics	• EXL Smart Agent Assist: GenAI-driven solution for contact center agents • EXL Transaction Insights: AI solution that mines bank transaction data to derive intelligence on consumer behavior • EXL Customer 360 Insights: Integrates all relevant data available in the insurance ecosystem of customers and agents to provide insights • EXL XTRAKTO.AI: Patented AI/NLP-based solution for intelligent document processing

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HCLTech: Data-focused, experienced early adopter of all things AI

Strengths	Development opportunities
• **Value proposition:** HCLTech is a data-focused early adopter applying the power of humans and machines working together to supercharge the journey to the Generative Enterprise. • **Growth proof points:** Growth points include 75 PoCs and pilots to date. • **Key differentiators:** HCLTech has strong data engineering credentials, which are essential to scale GenAI, and a GenAI skills academy. It is a launch partner for all the hyperscalers on their GenAI stacks. • **Outcomes:** Outcomes include a patient-query conversation agent to provide health advice, a new car design that includes image models and materials analysis, and a sales bot managing RFP responses. • **Customer kudos:** Customers appreciate the focus on unique customers' needs, relationships, flexibility, and willingness to collaborate. • **Partner kudos:** Partners admire HCLTech's engineering strength and business outcomes-focused sales methodology.	• **What we'd like to see more of:** Double down on GenAI in areas of opportunity HCLTech identifies: business process, systems and product engineering, infrastructure and ops, app development, and support. • **What we'd like to see less of:** The data-engineering focus has to be sold on its business value, less on its tech appeal. • **Customer critiques:** Customers want HCLTech to focus on staying ahead of data and privacy issues. • **Partner critiques:** Partners want to see improvement in go-to-market and practices dedicated to partner tech stacks.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Consulting: Access and identify, GenAI advisory services, a GenAI lab supporting teams in building solutions and services • Prompt engineering, data engineering, integration and orchestration of intelligent apps, responsible AI • Implementation: Model engineering, application framework for LLM use with captive, custom LLM fine-tuning and optimized inference • Support: Model enhancement and maintenance • Manage and governance services: Uniform Code of AI, platform, model ops • LLM ops and validation	• No M&A activity in the GenAI space

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Google • Microsoft, OpenAI • Amazon • GitHub • IBM • Intel AI, Nvidia	**Number of clients:** Not disclosed **Key clients** • Multinational investment bank • American multinational medical devices and healthcare company • Public transport service provider • American financial services organization • British multinational law firm	• **AI-driven revenue:** Not disclosed • **Headcount:** Plans to train ~78,000 FTE in 2024 • **Talent profile:** Non-technical (20%), tech devs (80%) • **Headcount growth locations:** APAC, US, EMEA • **Targeted industries:** FS, LSH, medical, transport, camera and imaging, ISV • **AI labs:** New AI labs (14) and GenAI labs (3) will open in APAC, US, and EME in 2024	• PromptO • Data Genie • LLMOPs Suite

KPMG: Balancing and managing the GenAI risks and rewards

Strengths	Development opportunities
• **Value proposition:** KPMG balances GenAI's risks and rewards in sector and functional transformation. • **Growth proof points:** KPMG is putting GenAI in the hands of all its teams and has committed a $2 billion investment over the next three years. It is introducing AI into existing transformation services (e.g., Risk, Customer & Operations, Finance Transformation, HR Transformation, and sector value propositions) into an LLM-based platform for use by all teams across Audit, Tax, and Advisory. • **Key differentiators:** KPMG is investing in both AI and GenAI to change its client services delivery model in what it describes as a "new era for professional services." A new vice chair of AI & Innovation has been created. • **Outcomes:** GenAI is incorporated in transformation services such as cost and value management, workforce transformation, risk remediation and transformation, and in automating operational processes such as reviewing financial statements, generating marketing and reports, and predicting trends, placing risk control front and center. • **Customer kudos:** Clients praise KPMG's integration with client culture and role as a trusted advisor. Clients noted the availability of trained resources and the ability to choose the right technology for the right use case. • **Partner kudos:** Partners appreciate KPMG's industry knowledge, willingness to work with partners, and width of internal expertise spanning technical to commercial. KPMG's Connected Enterprise helps align a business with a technology stack.	• **What we'd like to see more of:** KPMG is using GenAI to help clients identify and fix foundational issues, such as data and cloud maturity. Fast action on these issues can help secure clients' futures. • **What we'd like to see less of:** KPMG has some early AI client successes. We'd like to see less internal focus and more scaling globally. • **Customer critiques:** Clients feel KPMG can bring more of its innovation practices into creating hybrid data estates. • **Partner critiques:** Partners would like to see improved coordination between different regions.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Modern Data Platform: A cloud-native framework for structured and unstructured data • KPMG Transformation Services: Function-specific (e.g., customer value management) transformation powered by GenAI • Advanced analytics: KPMG Signals Repository (insights); KPMG Sofy Suite (turns data into insights for better decisions) • KPMG Ignite: Portfolio of AI capabilities • KPMG Trusted AI: Transformation and governance for trust in outcomes	• Auditoria: Minority investment (2023) • OpKey: Minority investment (2023) • Cranium: Minority investment and spin-off (2023) • ShardSecure: Cloud data security and resilience software (2023) • Rubicon Red: Application development, data platforms, APIs, and integration (2022) • Context Labs: Enterprise data fabric technology company (2022)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Microsoft, Google, IBM • ServiceNow, SAP, Salesforce, Oracle, Workday • Rhino.ai • Databricks, Snowflake, Dataiku	**Number of clients**: Not disclosed **Key clients**: • University research hospital • US-based mortgage originator and underwriter • US state government • Global food products manufacturer	**AI-driven revenue**: Not disclosed **Headcount**: Not disclosed **Talent profile**: Not disclosed **Headcount growth locations:** Not disclosed **Targeted industries**: Not disclosed **AI labs**: Not disclosed	• AdvisoryGPT: Secure, private GenAI environment for KPMG workforce to seek help, search knowledge, and get productive with applets throughout the organization. It includes LLMs from Azure, OpenAI, Google, Anthropic, and Meta. • Connected, Powered, Trusted: Transformation solutions focused on functional, customer-centricity, and risk • Patents: Twenty-eight recent AI patents, including responsible AI common controls; system and method for capturing, managing, and enriching prompts in a data processing environment; and a system and method for generation of process graphs from multi-media narratives

LTIMindtree: Platform approach with prompts, ethics, and other controls to de-risk GenAI

Strengths	Development opportunities
• **Value proposition:** LTIMindtree offers a safe harbor to counter fears of early-stage and skeptical clients. • **Growth proof points:** LTIMindtree is investing to extend canvas.ai and providing intensive upskilling training to expand its "project-ready" workforce. • **Key differentiators:** LTIMindtree will offer Canvas.ai to enterprises to enable centralized control and empower LoB-federated adoption of GenAI solutions with secure and responsible AI principles (due live in Q4). • **Outcomes:** Outcomes include improving a software engineering process automation by 60%, reducing report-generation efforts for an investment consulting firm by 75%, enhancing data-to-decisions cycle by 70% for a multinational CPG, improving website traffic with dynamic content generation for a multinational CPG, and improving business efficiency for translation services for a supplemental insurer. • **Customer kudos:** Clients believe LTIMindtree has the right talent pool and pricing model for services. It understands clients' business needs very well. • **Partner kudos:** LTIMindtree's partners expressed appreciation for its extensive global coverage and adaptable operating model.	• **What we'd like to see more of:** It would be great to see LTI Mindtree accelerate progress on its GenAI platform. Is there anything more important to resource right now? • **What we'd like to see less of:** To embrace the GenAI opportunity, the team must focus less on the CIO office and seek business buyers beyond. • **Customer critiques:** Improved business and IT communication is something LTIMindtree can work on. • **Partner critiques:** Partners feel LTIMindtree can engage earlier in the sales cycle to increase their win rate.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Augment: GenAI advisory and consulting, bespoke solutioning, future of work innovation • Define: GenAI discovery and strategy, organizational readiness, blueprint • Mindful: Build-in ethics, assess bias, validate prompts, policy and controls, observability, risk • Engineering: Prompt engineering, custom LLMs, fine-tuning embedding, code, GenAI ops • Scale: Managed services, canvas.ai full suite, innovation pods	• Lymbyc: Specialist AI, machine learning, and advanced analytics company (2019)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Snowflake • Amazon • Microsoft • Google • Databricks	**Number of clients:** 100+ global AI clients **Key clients** • Global hospitality major; world's largest bank • Leading Middle East bank • Global controls manufacturer • P&C insurance broker • Global audit and professional services firm	• **AI-driven revenue:** Not disclosed • **Headcount:** AI/ML engineers and data scientists (1,500+), data engineers (8,000+) • **Talent profile:** Non-technical (10%), tech devs and experts (90%) • **Headcount growth locations:** US, India, Europe • **Targeted industries:** BFSI, high-tech, manufacturing, media, RCG • **AI labs:** Eight global locations	• Canvas.ai: GenAI platform for enterprise use • AI product: Fosfor for data solutions • REDAR: GenAI-based solution for market and product insights • Wealth 360 Analytics: Asset class risk scoring and alerting from ticker, news and industry segment insights • Solutions co-created with enterprise partners: SAP GSSP Partner, Oracle OPN partner, Duck Creek

Mphasis: Listening and responding to clients' needs in customer service, developer productivity, and service desk transformation

Strengths	Development opportunities
• **Value proposition:** Mphasis has ready-to-go solutions in customer service, developer productivity, and service desk transformation. • **Growth proof points:** The firm established Mphasis.ai as a business unit with a full services catalog, and it is scaling relevant talent from 500 to 5,000 within 12 months. • **Key differentiators:** Mphasis is the only product engineering partner for Kore.ai in contact center transformation. It has deep expertise in evidence-based conversation design. • **Outcomes:** It deployed Health Assist, Fraud Assist, and Pharma Assist products in production to support customer service and business process improvement. • **Customer kudos:** Customers praise Mphasis' knowledge of clients' business needs and tech architecture. A strong talent pool is its key strength. • **Partner kudos:** A partner praised its contact center delivery capabilities, business transformation methodology, partner ecosystem, and combination of advisory services coupled with technical and industry expertise.	• **What we'd like to see more of:** We have to offer a big thumbs up for the efforts made to understand where its customers are and what they need right now. • **What we'd like to see less of:** Talk of strong pipelines is one thing; now we need to see the pipeline realized in client outcomes as the competition heats up. • **Customer critiques:** Mphasis could work with clients to help develop creative, outcomes-focused commercial models and hire or train staff to communicate more effectively and handle customer demands. • **Partner critiques:** One partner suggests that Mphasis should develop an end-to-end value proposition across all platforms and solutions to deliver AI advisory at scale and pace.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Gen AI advisory services include framework, strategy, conversation design, tech evaluation • LLM apps development: Model development, data modeling, curation and labelling, prompts • Experience bots development: Virtual assistants (e.g., Health Assist, Fraud Assist) • Turbo-charged archetypes: Contact center transformation, developer productivity, experience transformation, apps transformation, biz ops transformation, IT ops transformation	• Blink UX: A user experience research, strategy, and design firm (2021) • Datalytyx: Specialization in tackling the biggest, most data-intensive analysis and making decisions faster (2020)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Kore.ai, • Workfusion • Databricks • MS Azure • Be Informed • Google • AWS	**Number of clients:** Not disclosed **Key clients:** Not disclosed	**AI-driven revenue:** Not disclosed **Headcount:** 1,000+ **Talent profile:** Not disclosed **Headcount growth locations:** Not disclosed **Targeted industries:** Banking and insurance, logistics, transportation, supply chain, IT and ITES, retail and digital marketing, pharma and healthcare, airlines, manufacturing and production systems **AI labs:** Sparkle Innovation Lab, NEXTLabs	• DeepInsights: A cognitive computing platform to harness unstructured and complex data and assist enterprise decisions • Synth Studio: Enterprise synthetic data solution • Mphasis InfraGraf: Optimizes technology infrastructure and predictive maintenance • Mphasis HyperGraf: Assists in decision making by providing real-time customer and enterprise metrics, cutting across enterprise data silos and channels • Mphasis PACE-ML: A cloud-agnostic enterprise MLOps platform • NextLabs is where Mphasis focuses on innovations across AI, cognitive, and cloud • Modern Engineering Platform (MEP): Supports code development with patterns and templates, accelerators, visibility, tooling, FinOps, ITOps, and BizOps

PwC: Regulatory know-how to de-risk GenAI investments

Strengths	Development opportunities
• **Value proposition:** PwC's human-led and tech-powered mindset is combined with a deep understanding of regulatory environments to responsibly deliver GenAI. • **Growth proof points:** In April, PwC announced a $1 billion, three-year investment to scale AI offerings using MS Azure's OpenAI. • **Key differentiators:** Its relationship with Microsoft is helping change how PwC works. PwC was a pioneer in responsible AI. • **Outcomes:** It formed an alliance with Harvey AI to deliver legal solutions, insights, recommendations, and predictions at speed. PwC is implementing GenAI solutions in aviation, insurance, and healthcare and piloting an internal ChatPwC tool. • **Customer kudos:** Clients appreciate PwC's ability to combine industry expertise with horizontal tech knowledge.	• **What we'd like to see more of:** We'd like to see PwC proving out the value of its regulatory know-how in de-risking GenAI investments. • **What we'd like to see less of:** We'd like to see less heavy focus on efficiency and productivity gains. GenAI offers new business models. • **Customer critiques:** Customers call out premium pricing when comparing PwC against the SIs in this report. Clients find PwC resources can be too technical when working with business and ops leaders, which can cause delays and inhibit understanding.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Knowledge modernization, knowledge capture, process automation, content generation • GenAI Azure quick start: Deploy and configure MS Azure OpenAI API endpoints and integrations • GenAI responsible AI framework: Addresses cyber, privacy, compliance, bias, and ethical risks • Customized and private chat tools: Private versions of ChatGPT • Intelligent employee experience: Applying Microsoft 365 Copilot to client use cases	• Megabyte Limited: Engineering support and software services; InfoCycle: Specializes in data risk capabilities (2023) • Netrovert: Salesforce MuleSoft enterprise integration consultancy; Sagence: data management and analytics consulting firm; Venerate Solutions: Salesforce consulting firm (2022) • Eagle Dream Technologies: Cloud transformation company; Tyconz's Enterprise Business Applications Operations: Enterprise Applications based automations (2020)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Amazon, Microsoft, Google, Salesforce • Icertis, ContractPodAi, Harvey AI	**Number of clients:** Not disclosed **Key clients** • Fortune 500 telecom client • Large aerospace and defense client • North American big-box retail chain • A gas station chain in North America	• **Headcount:** Data scientists and AI domain experts (12,600+), FTEs specializing in AI industry-related projects (42,000+) • **Targeted industries:** None specified	• ChatPwC: Conversational AI assistants for employees to answer queries on tax and regulations • Responsible AI framework

Sonata: Responsible-first approach focused on governance

Strengths	Development opportunities
• **Value proposition:** Sonata has a responsible-first approach to GenAI, focusing on the need for governance and compliance. • **Growth proof points:** Sonata is committed to training in all relevant roles; it mandated the application of GenAI throughout the organization and products and built the Harmoni.ai platform. • **Key differentiators:** Differentiators include building and deploying a governance engine. Its internal transformation commitment means all technical resources will be trained on the Harmoni.ai platform. • **Outcomes:** Outcomes include an enviable array of case studies, such as internal projects that are now being sold to customers, like an HR bot and an engineering support bot that reduces resolution time by 25%. • **Customer kudos:** Customers appreciate its willingness to learn and its adaptability.	• **What we'd like to see more of:** Sonata has a strong technical muscle to flex and should be more confident in putting that front and center in their story to clients. • **What we'd like to see less of:** Sonata can take clients beyond the table stakes of business as usual + GenAI toward helping enterprises work differently because of GenAI. • **Customer critiques:** Some clients want Sonata to be more aggressive with delivery dates and suggest Sonata should work on its agile delivery and consulting ability.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Consulting: Design thinking, prioritization framework, platformation • Service delivery platforms: Harmoni.al, Dynamics Companion, Fabric, Intelliconnect • Horizontal assets: Foundational GenAI–create, summarize, classify, discover, automate, internal ops–HR, marketing, alliance, finance, sales, IT • Vertical assets: HLS, BFS, TMT, retail, CPG, and manufacturing	• Quant Systems Inc.: Data analytics and cloud modernization (2023)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Microsoft • Amazon • Partnering with NASSCOM on responsible AI guidelines • Google, Salesforce	**Number of clients:** 37 **Key clients** • Leading global technology company • Online retailer of electronic goods in UK and Ireland • US-based materials science and manufacturer • Leading global travel and leisure company • Global leader in the hearing aid industry • US-based business software company • A leisure, hospitality, and casino franchise • US-based manufacturer of metal stampings • Leading multinational fast-food chain • An American multinational energy corporation	• **AI-driven revenue:** $4.5 million (FY24 estimate) • **Headcount:** AI-trained (1,700) • **Talent profile:** Non-technical (5%), developers (70%), experts (25%) • **Headcount growth locations:** India, US, Europe, ANZ • **Targeted industries:** BFSI, HLS, TMT, retail, manufacturing, CPG • **AI labs:** India (6), US (1), UK (1)	Harmoni.AI enterprise platform includes • Governance engine: Data curation, data privacy, data modeling, content moderation, sustainability, continuous improvement • GenAI accelerators: Training assets, prompt store, data tools, functional and horizontal assets • LLM Selector: Foundation platform and industry AI tools Service delivery platforms • IntelliQA: Platform using GenAI • Dynamics Companion: for dynamics using GenAI • ArchiveIt: Salesforce Data Governance • Lightning Data Suite: Swift, FerretML, 3D

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TCS: Applying GenAI to level-up employees across the enterprise

Strengths	Development opportunities
• **Value proposition:** TCS is out to apply GenAI to deliver a more intelligent and adaptive "elite" enterprise—in which people are augmented to level them up to the standards of the highest performers. • **Growth proof points:** TCS has created the Alchemist Portfolio, compiling deep AI knowledge with its insights from working with GenAI to provide a platform for enterprise acceleration. It has 50,000 employees already skilled in AI; they are being upskilled in GenAI. • **Key differentiators:** Differentiators include deep technology creds with more than six years of experience building GenAI tech. It asks the big questions, such as "What if we didn't have a back office?" It has a practical approach to designing-in guardrails for privacy, security, handling bias, etc. • **Outcomes:** TCS has a pilot in life sciences to classify drug events, doing the work of 300 people and $20 million in software. A GPT for pension onboarding cut 60 days of human analysis. • **Customer kudos:** TCS displays strong execution that delivers within the promised timeline. • **Partner kudos:** TCS brings in a deep understanding of the customer environment.	• **What we'd like to see more of:** We see excellent use of insight from customer engagements to shape technical responses to the needs identified. • **What we'd like to see less of:** We'd like to see less of a deep dive into the technology. TCS' approach may not cut through with C-suite buyers. • **Customer critiques:** There is a disconnect between the leadership level versus the execution team in presenting innovative new ideas and use cases. • **Partner critiques:** TCS needs to expand more aggressively in Europe, work with partners on joint marketing programs, and have a shorter onboarding process.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Strategy: Data design and prep, model architecture, tech stack selection, value and prioritization, data embedding, prompt engineering (library), GenAI ops, infrastructure ops, etc. • Domain adaptation: Ways of working, privacy and ethics, bias correction, systems integration, model implementation, performance and scalability, fine tuning, observability • End user adoption: Conversational interface design, speech engineering, training and rollout	• No M&A activity in GenAI space

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Google • Microsoft • Amazon • Nvidia • Adobe • Cerebras	**Number of clients:** AI (180), GenAI (50) **Key clients** • US health insurer • South African life insurer • Canadian insurer • UK broker • US life insurer	**AI-driven revenue: $**5 billion+ **Headcount 2023/2024**: AI (60,000+) **Talent profile:** Non-technical (80%), technical (20%) **Headcount growth locations:** North America, Europe, APAC **Targeted industries:** BFSI, manufacturing, and retail **AI labs:** Centers of excellence (300), innovation labs (50), worldwide	Examples of GenAI assets and frameworks: • Architecture and Design Studio • LLM Factory • Model Orchestrator for an ensemble of LLMs • LLM Workbench for finetuning and post finetuning optimization • Agent Factory for placing practical guardrails around LLMs • AI Workbench

UST: Credible GenAI solutions built to keep bias out

Strengths	Development opportunities
• **Value proposition:** UST brings tech implementation credibility built on experience from the early days of transformers. UST applies Guardrails widely to cut out hallucination and bias. • **Growth proof points:** Proof points include 30+ case studies in POCs, MVPs, and pilots and a fully developed suite of GenAI offerings. • **Key differentiators:** UST focuses on acquiring specialized talent and leveraging access to academic excellence. It takes a customer-led, end-to-end approach from strategy to ongoing optimization. • **Outcomes:** Outcomes include pre-authorization for a healthcare provider, Knowledge Stream as an internal "ChatGPT," and GenAI-generated first drafts of RFI responses. • **Customer kudos:** Clients appreciate UST for its flexibility, adaptability, knowledgeable automation resources, industry knowledge, and outcome thinking. • **Partner kudos:** UST's customer focus, depth of experience, and knowledge for data solutions, breadth of services ability, and cloud services stand out.	• **What we'd like to see more of:** UST's early experiences in code development are promising in both internal and external use cases. • **What we'd like to see less of:** The team is rightly proud of its technical prowess, but the enterprise will want to hear more about the business benefits. • **Customer critiques:** UST needs to improve on the single-face approach to the customer to help them scale automation at an enterprise level • **Partner critiques:** Partners feel UST needs to work on its internal process and procurement agility to improve execution effectiveness within partner programs.

Key offerings	Mergers and acquisitions (2019 – 2023)
• AI Studio for end-to-end GenAI model lifecycle for LLM and foundation models ops • UST IQ and AI Governance Toolkit offering for scalable data architecture and ethical AI frameworks • AI CodeCrafter accelerates software development, and ResponsibleRails ensures security compliance with AI guardrails • Models Marketplace and pre-built AI accelerators provide instruction tuning, fine-tuned models, and optimization toolkits • AI verticals offer sector-specific, domain-centric AI models and applications	• Accrete Hitech Solutions: Digital engineering process with AI-assisted prototyping (2023) • Advantasure: Risk and quality specialist (2022) • Wellbeat: A digital patient engagement SaaS solution with behavioural AI (2022)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Stanford AI Lab • MIT CSAIL • Microsoft • AWS, Titan, Cohere, Anthropic, Hugging Face • GCP	**Number of clients: 30+** **Key clients** • Large American healthcare payor • American members-only retail warehouse club • World's largest multinational retail corporation • Major American grocery • Prominent UK pharmacy and beauty retailer • Leading American pharmacy chain	**AI-driven revenue:** $100 million – $250 million **Headcount:** 500+ professionals **Talent profile:** For AI teams, technical (85%), non-technical (15%) **Headcount growth locations:** India, US **Targeted industries:** Healthcare, BFSI, retail and CPG, TMT **AI labs:** Tel Aviv, GenAI in cybersecurity; UK, dedicated to GenAI in financial services; Aliso Viejo, specializing in GenAI for transformation and the metaverse	• Fusion multimodal models with CLIP and LLMs to enrich product information • Unsupervised learning-driven ontology development • Unsupervised process mining and automated workflow orchestration • AI Guardrails: Governance with explainability • Discovery and MLOPS capability assessment and activation • Ethical AI evaluation: Checklist and metrics • AI business democratization: Low-code/no-code studio and enablement tools

WNS: Reduced-risk domain-focused GenAI through co-creation and outcome-based pricing

Strengths	Development opportunities
• **Value proposition:** WNS offers domain experts co-creating client-tailored GenAI solutions with outcome-based pricing. • **Growth proof points:** Proof points include 70+ GenAI use cases and a tripled investment in partnerships, talent, labs, and the ecosystem. It made two acquisitions and plans to make more. • **Key differentiators:** Differentiators include its emphasis on co-creation with clients rather than pitching to clients. Its safety net of outcome-based pricing enables clients to test and learn with WNS skin in the game. • **Outcomes:** Its recovery-as-a-service is now productized after a pilot-to-scale with a Fortune 500 insurer. • **Customer kudos:** Clients appreciate WNS' timeliness and responsiveness. • **Partner kudos:** Partners praised WNS' proactiveness and its understanding of clients' requirements.	• **What we'd like to see more of:** The domain focus is a winner, as is co-creating vs. pitching with clients. • **What we'd like to see less of:** While explainable AI and governance do feature in WNS' approach to GenAI, it is not front and center. • **Customer critiques:** Clients seek transparency in coding and processes. • **Partner critiques:** Partners want more nuanced industry-specific solutions.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Consulting and organizational change management with onshore consulting for GenAI strategy • Co-creation of PoCs through to production • Domain-led proprietary AI/ML models integrated with GenAI and specific GenAI solutions • End-to-end GenAI-powered analytics, contextualized LLMs, and cost-control frameworks	• The Smart Cube: AI and analytics company with capabilities in retail, CPG, BFS, life sciences, and data engineering (2022) • Vuram: Adds collation of process, enhanced with analytics and automation, enabling embedded analytics and automation in the workflow (2022)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• GCP • AWS • Microsoft (Azure) • Snowflake • Appian • Xelix • UIPath • Celonis • NICE • Jiffy • Emagia • Automation Anywhere • Blackline • EvoluteIQ	**Number of clients:** Not disclosed **Key clients** • Globally known insurer • Leading global top 20 insurer • Global investment bank • Fortune 500 beverage major • Fortune 500 coffee chain • Fortune 500 CPG firm • Multinational healthcare company • Multinational pharma company • Fortune 500 logistics company	• **AI-driven revenue:** Not disclosed • **AI capability headcount:** 1,400+, plus 7000 trained professionals • **Talent profile:** Consultants (10%), developers (30%), AI delivery experts (60%) • **Headcount growth locations:** India, US, UK, Australia • **Targeted industries:** BFSI, retail, CPG, travel, shipping and logistics, healthcare, life sciences • **AI labs:** New York, London, Pune	• 90+ proprietary AI/ML models across domains and functions • 70+ GenAI use cases, flagship platforms certified and listed in marketplaces • Proprietary AI-led platforms and accelerators Gen AI-enabled, cloud-based products and platforms: • Unified Analytics Platform: Integrated end-to-end analytics platform • Skense: Cognitive data extraction and contextualization platform • Fathom: Text analytics platform for CX and loyalty management • AmplifiPro: Procurement intelligence platform • Malkom: End-to-end shipment document processing • KnowRA+: Next-gen knowledge management engine • TrackPoint PRO: Case management

Amdocs: Taking GenAI deep into telco

Strengths	Development opportunities
• **Value proposition:** Amdocs offers AI and data solutions to collect and monetize data supporting telcos' GenAI journeys. • **Growth proof points:** Amdocs is on a C-suite-led mission to reconfigure everything the company does with GenAI augmentation; it has developed an open, secure framework for telcos. • **Key differentiators:** GenAI solutions are enriched with telco taxonomy using industry data and domain expertise. They include telco-grade data security and cross-portfolio use cases. • **Outcomes:** Outcomes include improving sales and customer care and operational outcomes such as reduced cost and latency and improved response accuracy and data security. Amdocs generated personalized experiences based on actionable insight. • **Customer kudos:** Clients appreciate Amdocs' tech skills and delivery strength with a good track record of helping impact customer experience. • **Partner kudos:** Partners rate their deep telco industry expertise and experience.	• **What we'd like to see more of:** We are impressed by the company-wide commitment to GenAI transformation. • **What we'd like to see less of:** There is too much focus on improving current ways of working for customers (efficiency and productivity) versus exploring net new value. • **Customer critiques:** Some clients would like more use cases that are broader in scope. • **Partner critiques:** Partners want faster co-development of go-to-market and greater flexibility on commercial models.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Amdocs amAIz Framework: GenAI framework enriched with telco taxonomy based on industry data and domain expertise; it includes a pre-integrated set of telco-driven use cases • Data services: Platform operations, managed services: data engineering, data mapping, data modeling, quality verification, data enrichment, data integration • Logical data model for a business-ready data framework	• Teoco: Acquired TEOCO's service assurance business to provide communication service providers with a unique end-to-end service orchestration offering, assuring the quality of service and enabling the monetization of next-generation dynamic customer experiences (2023)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Amazon, Google, Microsoft, Oracle • Cloudera, Databricks, GitHub, Hadoop, Hive, Informatica, Kafka, MicroStrategy, Pega Systems, PowerBI, Spark, Snowflake, Tableau, Teradata, OpenAI	**Number of clients**: 25+ **Key clients** • T-Mobile • Altice • Bell • Vivo • Three • Globe	**AI-driven revenue:** Not disclosed **Headcount:** Not disclosed **Talent profile:** Not disclosed **Headcount growth locations:** Mainly India, Americas, and Israel **Targeted industries:** Telco, FSI, utilities **AI labs:** Not disclosed	• amAIz: Enterprise-grade GenAI framework with use cases and capabilities embedded in Amdocs CES • GenAI services: LLM agnostic for any data store or data lake; pre-trained telco data; analytics layer with telco insights • Amdocs AI and Data Platform: Security compliant, federal account, PII and GDPR/CCMA compliant • aLDM: Industry-standard model, TMF certified

Cigniti: Pushing back against the hype of GenAI with an expectation-setting reality stick

Strengths	Development opportunities
• **Value proposition:** Cigniti is taking a pragmatic approach to setting expectations and mitigating risk with restrained GenAI experimentation for clients. • **Growth proof points:** Cigniti has established an internal lab exploring the effectiveness of synthetic data and other GenAI-related topics. • **Key differentiators:** The firm is ready to push back on enterprise appetite for the quick adoption of GenAI with a hard-nosed approach built on hard-earned AI experience. • **Outcomes:** Enhanced employee onboarding for a major airline firm (pilot); lead generation for internal sales team (in development).	• **What we'd like to see more of:** Cigniti's work on synthetic data could prove to be a differentiator. We hope to see that accelerate. • **What we'd like to see less of:** Cigniti has been holding back. Rivals are reorganizing their offerings and go-to-market. Cigniti may live to regret its reticence in responding to the market.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Advisory services in setting expectations regarding the difficulty of taking GenAI into production, risk minimization, and disruptive threat • Data source consolidation, terms of use, guardrails for quality assurance and governance • AI/ML use case prioritization, data annotation, model development and validation, ML platforms • Infrastructure for GenAI experimentation • Causal analysis, edge computing, and zero-shot learning with an emphasis on GenAI techniques	• **RoundSqr (Apaara Digiti):** Digital engineering (data lake and warehousing solutions, AI/ML, data ops, ML ops, data governance, and data management), GenAI, enterprise solutions, cybersecurity, and blockchain service provider (2022)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Tableau • Snowflake	**Number of clients:** None in production yet	• **AI-driven:** $10 million–$12 million (FY 23/24) • **Headcount estimate:** 250 • **Headcount growth locations:** India (90%), North America (5%), Europe (5%) • **Targeted industries:** BFSI, retail, healthcare, travel and transport, medtech • **AI labs:** Hyderabad, India	• Zastra: Enterprise-grade platform to reduce annotation efforts by up to 70%. The platform delivers high-quality detection, classification, and segmentation of image and video datasets. • AI and GenAI labs, including current research on – Running DNNs on extremely low-powered devices – Understanding the risks of using synthetic data sets for training ML models – Detection of texture-based biomarkers for CVI (chronic venous insufficiency) from MRVs

Ciklum: Agile engineering chops to get GenAI out of the blocks fast

Strengths	Development opportunities
• **Value proposition:** Ciklum offers agile engineering capabilities to help clients get moving fast with GenAI. • **Growth proof points:** Ciklum has established a small but fast-moving team to respond to GenAI demand and has been quick to apply its tested automation frameworks and approach to supporting clients on their rapid learning journey. • **Key differentiators:** Differentiators include that it is future-facing and agile enough to respond at speed to emerging technologies, such as GenAI, where they can be used to solve customer pain points. • **Outcomes:** Multiple cases in production, including supporting a major media conglomerate through 20+ use cases with delivery in less than three months. • **Partner kudos:** A partner praised its global-delivery-center-based team.	• **What we'd like to see more of:** We like the fast, pragmatic approach to advancing client maturity from beginner to LLMOps in a matter of months. • **What we'd like to see less of:** Ciklum's current GenAI seems on the small side to capitalize on the initial demand it is creating. Ciklum says it has thousands of engineers ready to support if its burgeoning pipeline converts. • **Partner critiques:** A partner would like Ciklum to work more on its data science and data management capabilities.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Initialize: Leadership clinics, art of the possible exploration, opportunity and industry scan, use-case assessment, model and vendor selection, AI hackathons • Evolve: Application development, prompt engineering and injecting, fine-tuning, vectorization, embedding, and plug-in development • Scale: GenAI strategy, maturity assessment and evolution, LLM integration and ops, testing	• **CNgroup:** A software development company with quality assurance management, testing, and training services (2021)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• OpenAI, Microsoft, Nvidia, Appian, AutomationAnywhere, Workato, UiPath, Kore.ai, Celonis • Databricks, Redis, Appen, Snowflake • Pinecone, Hugging Face, Humanloop, Weights & Biases • Amazon, Google	**Number of clients:** 15+ major clients **Key clients** • Inspired Education • Axel Springer • Savanta • Paysafe • Top 5 VC Fund • Large UK Automotive OEM • Multinational Pharma Co • Large US Cloud Computing Co • Large European Retail Bank	• **AI-driven revenue:** $3.2 million (YTD), $6.1 million (FY 23/24 estimate) • **Headcount:** GenAI specialists (50+), AI specialists (200), engineers globally (4,000) • **Talent profile:** Non-technical (30%), technical (60%), expert (10%) • **Headcount growth locations:** UK, Germany, Austria, Switzerland, Poland, India • **Targeted industries:** Manufacturing, media, BFSI • **AI labs:** Three currently, plus one planned for Tel Aviv in 2024	**Accelerators** • Chat UI and Persona Playground • RAG and autonomous agent app

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Hitachi Vantara: Relatively slow starters must now prove the considered approach will pay off with rapid market traction

Strengths	Development opportunities
• **Value proposition:** Hitachi Vantara offers GenAI and operational technology (OT)/IT excellence with digital engineering creds and domain expertise in energy, mobility, and manufacturing. • **Growth proof points:** The Generative AI Center announced by Hitachi Ltd began consulting services in June. Of 50 GenAI initiatives in Hitachi group, 39% are for customers. • **Key differentiators:** Differentiators include credentials in IT/OT, experience in AI delivery, cloud services, and FinOps. • **Outcomes:** Outcomes include a GenAI knowledge hub for a digital imaging company, a GenAI automation platform for an aerospace and defense firm, and domain LLMs for a transport service company. • **Customer kudos:** Hitachi's knowledge of technology infrastructure and domain knowledge is its core strength. • **Partner kudos:** Partners commend Hitachi's program management expertise, especially around large-scale migration engagements for tier 1 organizations.	• **What we'd like to see more of:** Understanding and making effective use of GenAI is a cross-business strategic initiative at Hitachi Vantara. That's a lead others should follow. • **What we'd like to see less of:** It has had a relatively slow start, and it must prove that with rapid market traction, it can make up the time it took to reflect on GenAI's impact. • **Customer critiques:** Clients expect more innovation from Hitachi. How can Hitachi help clients do more with their data and apps and enhance consulting capabilities and marketing so proving it is a viable option is not so difficult? • **Partner critiques:** Partners want Hitachi to provide differentiated solutions compared to other integrator firms around OT, IoT, and IT.

Key offerings		Mergers and acquisitions (2019 – 2023)
• Platform for realizing responsible AI that enforces policy compliance while building AI models • Reliability engineering, secops, and finops for GenAI • GenAI for BPO and autonomous call centers (in progress)	• Hitachi Knowledge HUB, a planned centralized platform for stakeholders; HCP is evolving into data lakehouse for GenAI-powered platform for administrators • Fine-tuned LLM models for solving domain-specific rail, energy, and manufacturing problems • Accelerating SDLC from conception to deployment just using prompt engineering	• **Io-Tahoe:** Advanced data discovery and governance (2021) • **GlobalLogic:** Data-driven digital solutions and innovation synergy (2021) • **Waterline Data:** Intelligent data management (2020) • **Containership:** Kubernetes cluster management (2020)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Microsoft, AWS • Cloudera, Splunk, Hortonworks • NVIDIA • Planned partnerships: Anthropic, Meta, Snowflake, Databricks, C-3AI, Cohere	**Preliminary customer interactions for building applications on LLM:** • Multinational imaging specialist ticket management • Aerospace and defense company for process automation using GenAI • Transportation and logistical services company for end-to-end SDLC optimization • Global electronic company for responsible AI • Global FS group for employee engagement	• **Talent profile:** GenAI initiatives team (15), seed team in CTO office (10), R&D team in US, India, and Japan (50) • **Headcount growth locations:** Targeting a team of 150+ across locations as needed • **Target industries:** Logistics, rail, energy, BFSI, manufacturing, CMT, healthcare, life sciences • **AI labs:** Hitachi GenAI CoE launched in June of 2023	• Internal IP: Announcement due Q3-Q4, 2023 • Hitachi Knowledge HUB: A centralized platform within the enterprise that enables employees, call center operators, and partners to interact with enterprise data in conversational AI

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Movate: Helping customers learn the value of GenAI in CX

Strengths	Development opportunities
• **Value proposition:** Movate focuses on the CX needs of customers in tackling GenAI adoption. • **Growth proof points:** The Movate GenAI framework has a range of vertical use cases. • **Key differentiators:** Differentiators include a fixed-to-fluid operating model combining gig and traditional work with GenAI, KM expertise to support LLM training, and a skin-in-the-game approach to sharing adoption risks. • **Outcomes:** Outcomes include a 10% to 15% improvement in CSAT, a 35% to 40% increase in engineer productivity, and 15% to 25% savings in time-to-resolve.	• **What we'd like to see more of:** HFS was impressed that Movate was able to show a functional model using ChatGPT. Building it is a great investment in learning and business development. • **What we'd like to see less of:** CoE is the focus of much of Movate's GenAI activity with clients, offering a mix of shared and dedicated resources. We'd like to see GenAI pushed more broadly throughout client organizations.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Development and deployment: Tech selection, architecture and design, use case development, integration and testing • Integration and customization: Planning and design, third-party tools, persona-based customization, and outcome mapping • Training and validation: Knowledge curation, data collection and prep, data preparation with customer data set, model training • Tech support: Support, software updates, bug fixing, enhancements, security • Prompt engineering: Design and development, platform adoption and management • Solution accelerators: automated test case generator, topic modeler, summarization, data tuning orchestrator, automate incident investigation, automated KPI trends analysis, automated behavioral analysis, governance models, automate customer support tasks	• TSD Global: Leading provider of sales and CX services (2023) • Directly (OnDemand business unit): Next-Gen gig CX services platform (2022)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Microsoft, Amazon, Google • OpenAI • GitHub Copilot, Hugging Face, • Salesforce: Einstein and KB • Cohere, Soul Machine, Kore.ai	**Number of clients:** AI–Operational across 80+ customers; Gen AI–In conversation with 15 customers **Key clients** • World's largest consumer tech company • Leading global hardware and software company • World's leading personal computing and software company • Leading global telecom networking OEM • Leading computer storage and hardware manufacturer	• **AI-driven revenue:** 25% contribution (YTD); 45% (estimated FY 23/24 contribution) • **Headcount:** Total (300–500), dedicated AI trained engineers (210) with plans to increase to at least 400 in FY24 • **Talent profile:** Non-technical (30%), tech devs and experts (70%) • **Headcount growth locations:** India (130), the Philippines (20), the US (40), Costa Rica (20) • **Targeted industries:** High-tech, technology, telecom, retail • **AI labs:** One lab operational (India), three planned (the US, the Philippines, Costa Rica)	Movate Athena, a GenAI platform consisting of: • Adoption accelerators, modeling accelerators, GenAI chatbot and content creation • Prebuilt vertical use cases for telco, media and Entertainment, technology and XaaS, and retail • 20+ platform integrations

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Sutherland: GenAI is just a tool to deliver better customer outcomes

Strengths	Development opportunities
• **Value proposition:** Sutherland helps clients take a design thinking approach to placing the customer and business outcomes ahead of the technology. • **Growth proof points:** GenAI and AI are embedded across the range of Sutherland products. It has been working with GPT, AI, and LLMs for about eight years. • **Key differentiators:** GenAI empowers agent interactions. Its Innovation Hub has strong human insight credentials. It has a customer experience and service focus. • **Outcomes:** Outcomes include real-time agent assistance and translation in 21 languages for a streaming audio vendor and video self-service automation with conversational AI for a sports brand. • **Customer kudos:** Clients appreciate Sutherland's tech expertise and cost-optimization benefits driven through automation. • **Partner kudos:** Partners note its willingness to adapt offerings to meet client needs.	• **What we'd like to see more of:** We like the anthro-centric approach of Sutherland's Design & Research Labs and how integrated GenAI already is in its iterative processes. • **What we'd like to see less of:** Sutherland is bravely standing up for business outcomes over the tech and ignoring the clamor to organize around GenAI. We think it may need to meet its clients where they are or miss out on market share. • **Customer critiques:** Some customers want more innovation, and others want agents with domain expertise. • **Partner critiques:** Partners would like improved response times across operating units.

Key offerings	Mergers and acquisitions (2019 – 2023)
• Content management: Content design, development and testing, application logic (rules, lead scoring, workflow management), localization services • Conversational UX: Bot persona management, brand customizations, rich media services and support, mobile optimization services, conversational design • Knowledge hub: Pre-built intents, industry uses cases content repository, agent replies and actions, integration with KM platforms • Strategy and consulting: Design thinking, data insights and analytics, industry and vertical expertise, research collaboration with industry experts and academic institutions, infosec and compliance services	• Augment CXM: AI-based customer experience platform (2022)

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• Stanford: Research and development partner • Google: Developing next-gen NLP/NLU AI use cases, GCP, and joint innovation • Microsoft: Gold certified partner for Azure • Amazon: Amazon Labs innovation partner • Genesys, Zendesk	**Number of clients:** Not disclosed **Key clients** • A leading audio streaming platform • American OTT video streaming provider • A leading confectionary manufacturer • American mobility as a service provider • A leading gaming company • A leading OEM company	• **AI-driven revenue:** Not disclosed • **Talent profile:** Tech devs comprise the largest group • **Headcount growth locations:** Americas, Europe • **Targeted industries:** Healthcare, finance, retail, travel, and communications, media and entertainment • **AI labs:** Four in San Francisco, London, Chennai, and Bangalore	• HelpTree: Augmented knowledge intelligence powered by robust decision-making architecture • Robility: Mimics human actions and decisions • Conversational AI: Automated live chat platform with AI and NLP • Agent Assist: Advanced predictive routing • SmartLeap CX360: Speech and text analytics • Sutherland Translate AI: Cloud-based, real-time cognitive language translation solution

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TaskUs: Deep LLM know-how now focused on multiple CX cases

Strengths	Development opportunities
• **Value proposition:** TaskUs has deep experience with LLMs to help transform outsourced CX. • **Growth proof points:** Its partnership with OpenAI started with data LLM training services and has extended into content moderation, customer services, and beyond. • **Key differentiators:** TaskUs has a strong focus on bias removal with the right human(s) in the loop. • **Outcomes:** TaskUs developed a GPT-powered web browser extension to improve average handling time by 6% for a fintech client. It provided a GPT-powered writing transformer to improve writing for a personal assistant company. It enabled a 48% cut in price per task. • **Customer and partner kudos:** It is hailed for being a cloud-first, innovative, and forward-thinking BPO provider.	• **What we'd like to see more of:** We like that TaskUs' very practical approach to bias removal starts with selecting who labels the data. • **What we'd like to see less of:** TaskUs currently has a quite limited ecosystem. It will have to add to it to keep pace with the industry. Planning to grow its connection with Hugging Face is a good place to start. • **Customer and partner critiques:** Organizational alignment could be better, and TaskUs also needs to think about incorporating the sustainability angle in its offerings.

Key offerings	Mergers and acquisitions (2019 – 2023)
• GenAI services: Response categorization, scoring, ranking, and generation • Prompt generation and evaluation, creative writing, adversarial attacks • LLM training services: Prompt engineering, sensitive content, expert and SME validation, bias mitigation, hallucination mitigation • TaskGPT: Platform for enhanced outsourcing for CX, with elements available to clients	• No M&A activity in the GenAI space

Partnerships	Key clients	Relevant global operations and resources	Flagship internal IP
• OpenAI, PaLM2 • ASAPP, Forethought, Automation Anywhere, Unbabel, Amazon Translate • Labelbox, Dataloop, Label Studio	**Number of platform clients:** 140+ **Key clients** • Zoom • Uber • Oscar • A leading crypto exchange • A leading food delivery company • Global music streaming company • A leading online dating app • A multinational e-commerce platform	**AI-driven revenue:** $27 million (YTD), $77 million (FY 23/24 est) **Talent profile:** Non-technical (200), technical (300+) **Headcount growth locations:** Philippines, India, Malaysia, US, Colombia, Greece, Croatia, TaskVerse **Targeted industries:** Travel, transport, entertainment, gaming, technology, fintech, healthcare, retail, social media **AI labs:** Current AI labs (2) in Tokyo, Chennai; planned AI labs (5) in Philippines, India, Colombia, Europe	• TaskGPT: Holistic solution for multiple use cases, consists of Chatbotify build module, admin module, support for multiple LLMs, dashboard • Supported by Knowledge Assist for interactive agent search, email responder to automatically generate email responses with a pre-trained model; Prompt GPT integrating with CRM tools to make chat response suggestions

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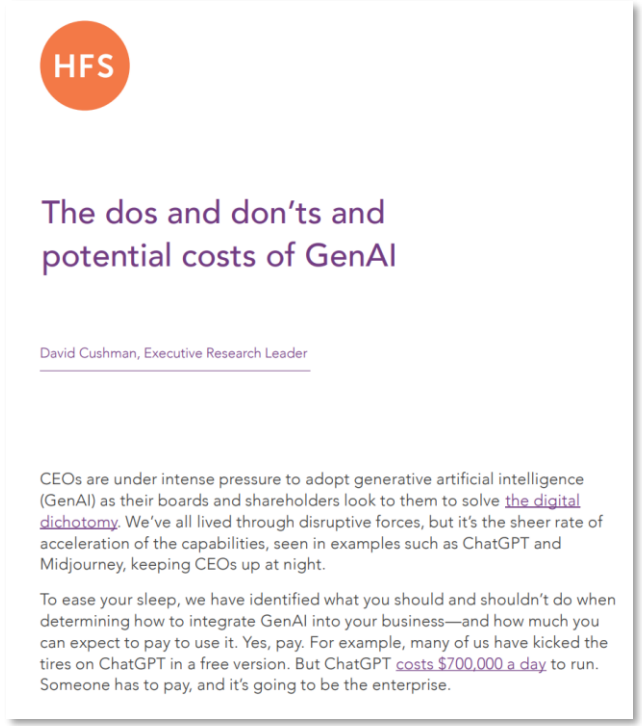
6 Further reading

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.



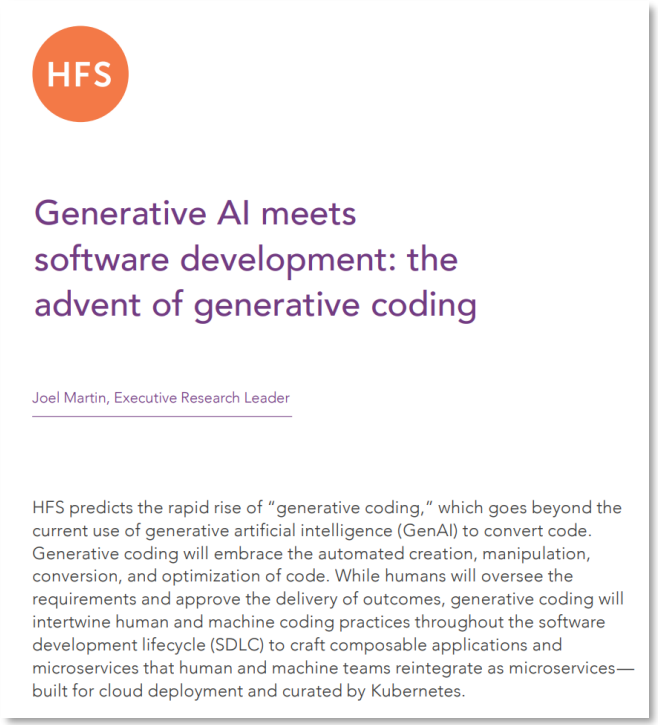
HFS

The dos and don'ts and potential costs of GenAI

David Cushman, Executive Research Leader

CEOs are under intense pressure to adopt generative artificial intelligence (GenAI) as their boards and shareholders look to them to solve the digital dichotomy. We've all lived through disruptive forces, but it's the sheer rate of acceleration of the capabilities, seen in examples such as ChatGPT and Midjourney, keeping CEOs up at night.

To ease your sleep, we have identified what you should and shouldn't do when determining how to integrate GenAI into your business—and how much you can expect to pay to use it. Yes, pay. For example, many of us have kicked the tires on ChatGPT in a free version. But ChatGPT costs $700,000 a day to run. Someone has to pay, and it's going to be the enterprise.

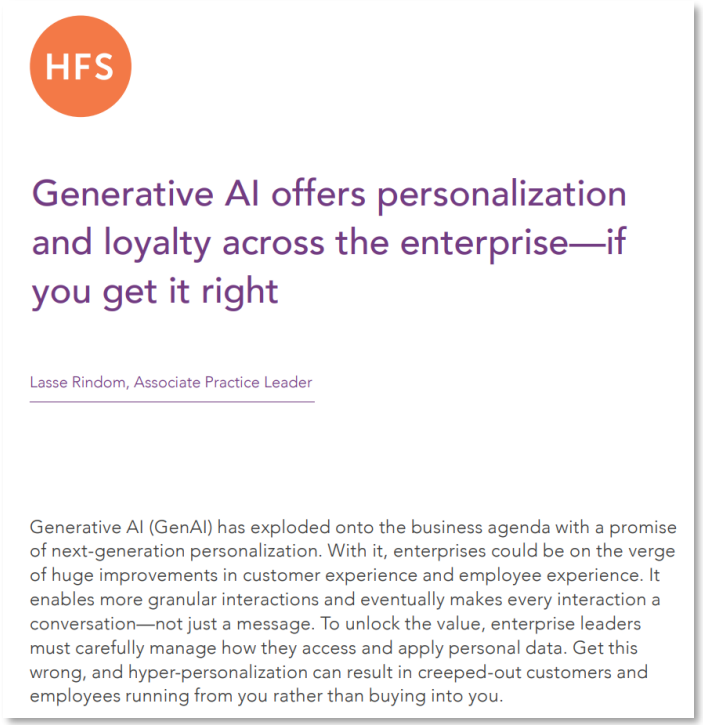


HFS

Generative AI meets software development: the advent of generative coding

Joel Martin, Executive Research Leader

HFS predicts the rapid rise of "generative coding," which goes beyond the current use of generative artificial intelligence (GenAI) to convert code. Generative coding will embrace the automated creation, manipulation, conversion, and optimization of code. While humans will oversee the requirements and approve the delivery of outcomes, generative coding will intertwine human and machine coding practices throughout the software development lifecycle (SDLC) to craft composable applications and microservices that human and machine teams reintegrate as microservices—built for cloud deployment and curated by Kubernetes.



HFS

Generative AI offers personalization and loyalty across the enterprise—if you get it right

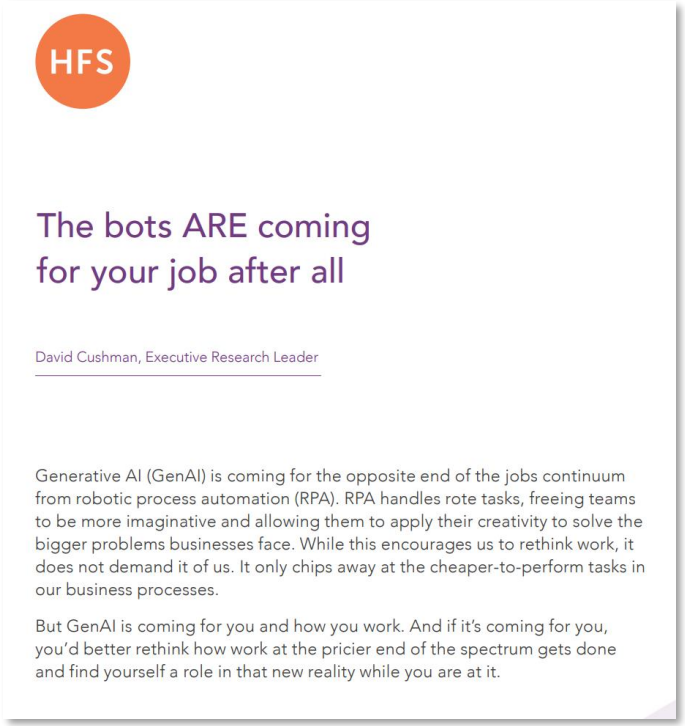
Lasse Rindom, Associate Practice Leader

Generative AI (GenAI) has exploded onto the business agenda with a promise of next-generation personalization. With it, enterprises could be on the verge of huge improvements in customer experience and employee experience. It enables more granular interactions and eventually makes every interaction a conversation—not just a message. To unlock the value, enterprise leaders must carefully manage how they access and apply personal data. Get this wrong, and hyper-personalization can result in creeped-out customers and employees running from you rather than buying into you.

More to read

Primers, advice, and guidance for new world of GenAI

Click each image below to read in full.



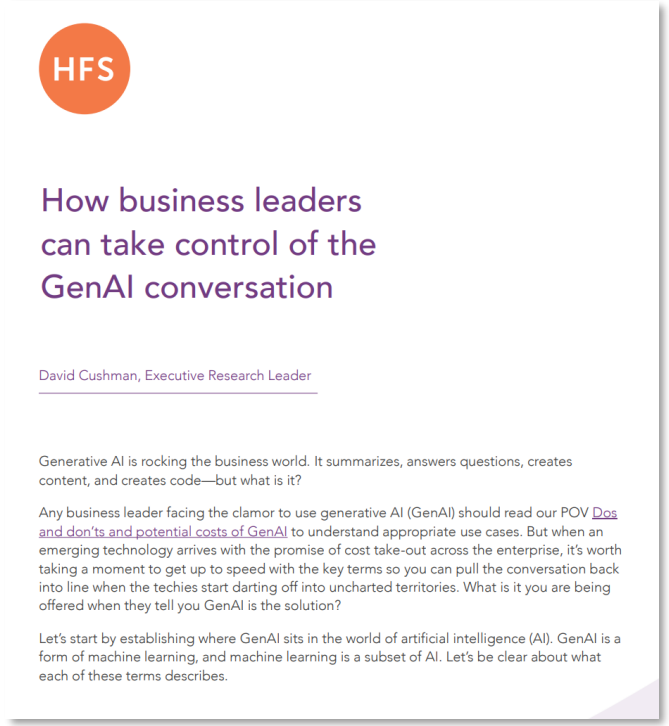
HFS

The bots ARE coming for your job after all

David Cushman, Executive Research Leader

Generative AI (GenAI) is coming for the opposite end of the jobs continuum from robotic process automation (RPA). RPA handles rote tasks, freeing teams to be more imaginative and allowing them to apply their creativity to solve the bigger problems businesses face. While this encourages us to rethink work, it does not demand it of us. It only chips away at the cheaper-to-perform tasks in our business processes.

But GenAI is coming for you and how you work. And if it's coming for you, you'd better rethink how work at the pricier end of the spectrum gets done and find yourself a role in that new reality while you are at it.



HFS

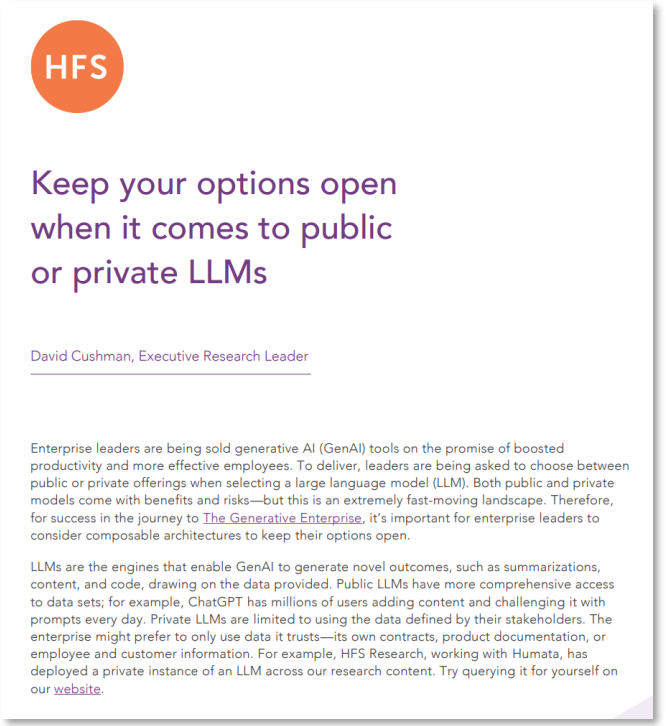
How business leaders can take control of the GenAI conversation

David Cushman, Executive Research Leader

Generative AI is rocking the business world. It summarizes, answers questions, creates content, and creates code—but what is it?

Any business leader facing the clamor to use generative AI (GenAI) should read our POV Dos and don'ts and potential costs of GenAI to understand appropriate use cases. But when an emerging technology arrives with the promise of cost take-out across the enterprise, it's worth taking a moment to get up to speed with the key terms so you can pull the conversation back into line when the techies start darting off into uncharted territories. What is it you are being offered when they tell you GenAI is the solution?

Let's start by establishing where GenAI sits in the world of artificial intelligence (AI). GenAI is a form of machine learning, and machine learning is a subset of AI. Let's be clear about what each of these terms describes.



HFS

Keep your options open when it comes to public or private LLMs

David Cushman, Executive Research Leader

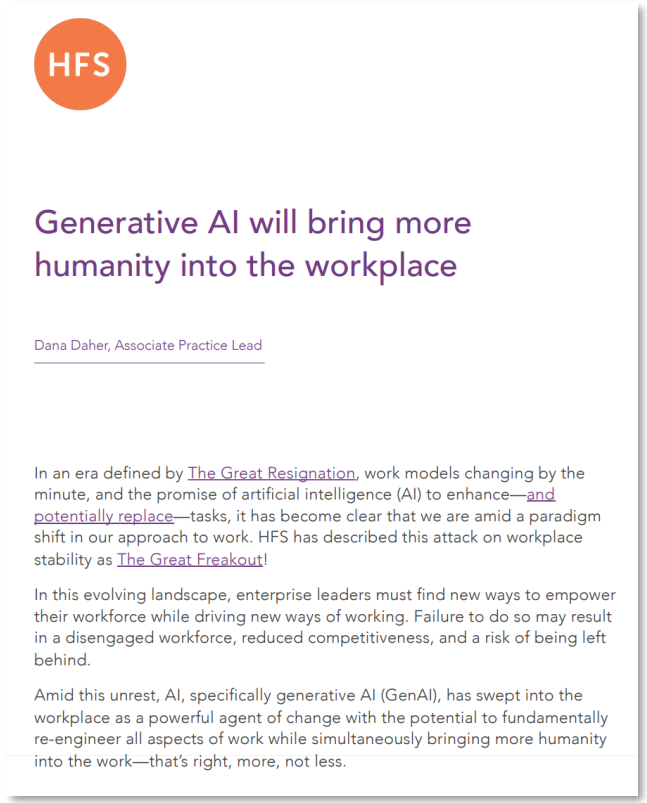
Enterprise leaders are being sold generative AI (GenAI) tools on the promise of boosted productivity and more effective employees. To deliver, leaders are being asked to choose between public or private offerings when selecting a large language model (LLM). Both public and private models come with benefits and risks—but this is an extremely fast-moving landscape. Therefore, for success in the journey to The Generative Enterprise, it's important for enterprise leaders to consider composable architectures to keep their options open.

LLMs are the engines that enable GenAI to generate novel outcomes, such as summarizations, content, and code, drawing on the data provided. Public LLMs have more comprehensive access to data sets; for example, ChatGPT has millions of users adding content and challenging it with prompts every day. Private LLMs are limited to using the data defined by their stakeholders. The enterprise might prefer to only use data it trusts—its own contracts, product documentation, or employee and customer information. For example, HFS Research, working with Humata, has deployed a private instance of an LLM across our research content. Try querying it for yourself on our website.

More to read

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.



HFS

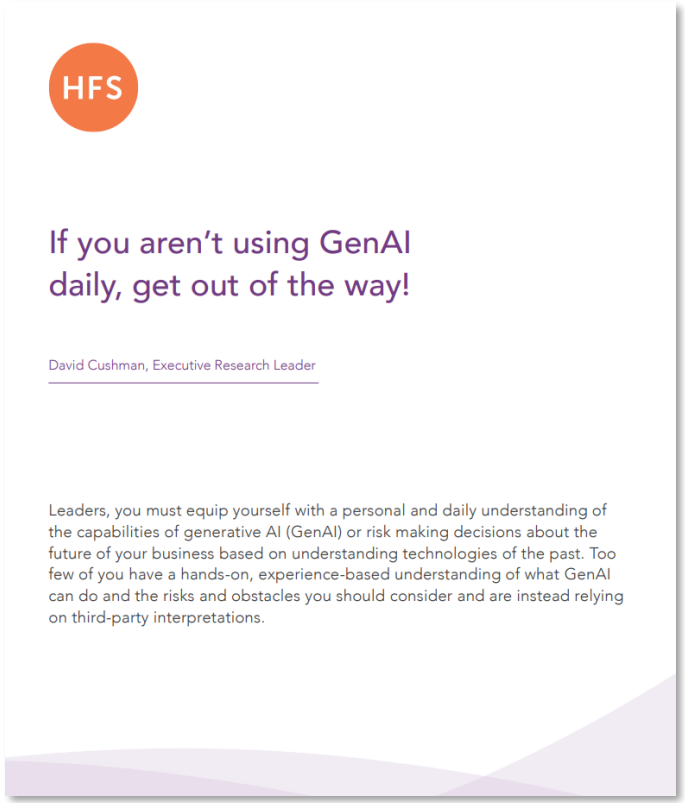
Generative AI will bring more humanity into the workplace

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 as The Great Freakout!

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.

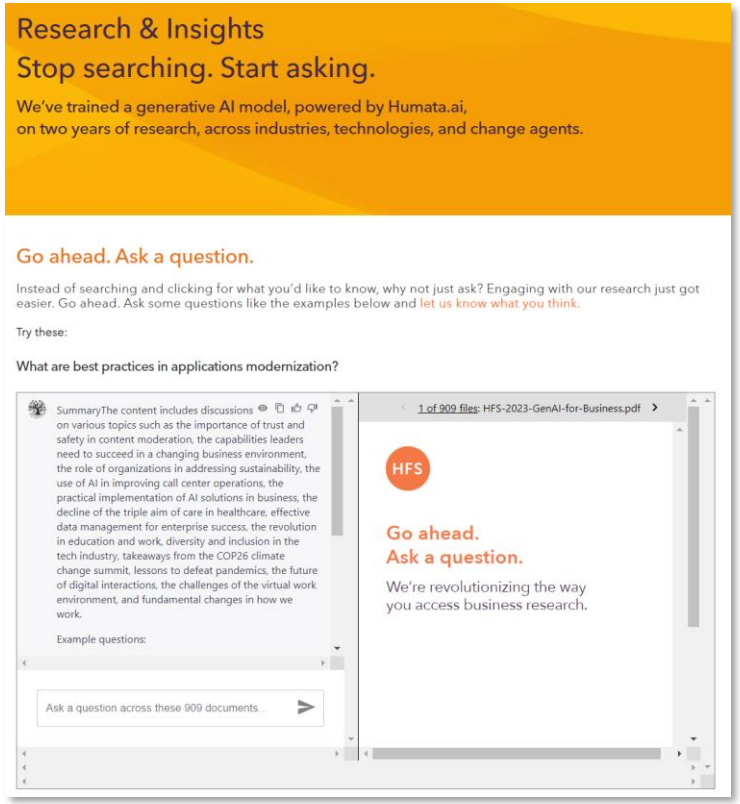


HFS

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 best practices in applications modernization?

SummaryThe content includes discussions on various topics such as the importance of trust and safety in content moderation, the capabilities leaders need to succeed in a changing business environment, the role of organizations in addressing sustainability, the use of AI in improving call center operations, the practical implementation of AI solutions in business, the decline of the triple aim of care in healthcare, effective data management for enterprise success, the revolution in education and work, diversity and inclusion in the tech industry, takeaways from the COP26 climate change summit, lessons to defeat pandemics, the future of digital interactions, the challenges of the virtual work environment, and fundamental changes in how we work.

Example questions:

Ask a question across these 909 documents...

1 of 909 files: HFS-2023-GenAI-for-Business.pdf

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Go ahead.
Ask a question.

We're revolutionizing the way you access business research.

7

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.

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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.

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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.

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Senior Analyst

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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

Insight. Inspiration. Impact.

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.

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