A purple banner with a white triangle on the left side, containing the text 'HOT TECH' in white, bold, sans-serif capital letters.

HOT TECH

HFS Services-as-Software™ Hot Tech: Revature

HFS Hot Tech is an exclusive group of emerging players, each with a differentiated value proposition for the HFS OneOffice or HFS Services-as-Software™. This Hot Tech has been selected for its alignment with HFS Services-as-Software™ (SaS).

HFS analysts regularly speak with numerous exciting startups and emerging players. We designate a select few as HFS Hot Tech based on their offerings' distinctiveness, ecosystem robustness, client impact, financial position, and, in this case, their impact on Services-as-Software.

HFS Hot Tech companies may not have the scale and size of more established rivals, but they have the vision and strategy to impact and disrupt the market. In the rapidly changing AI-led operations space, enterprises realize they can't be everything to everyone.

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Revature is rethinking how enterprises build AI talent



Over the last few years, enterprises have been dominated by one question: What technology should we invest in? They have spent millions on foundation models, copilots, agents, and orchestration platforms, trying to identify the next breakthrough and where it fits within the business. While all that spending has made access to AI technology the easy part, building a workforce capable of implementing it, adapting it to the business, and keeping pace as it evolves is proving much harder. Technical roles are changing faster than enterprises can redefine them, universities cannot redesign programs overnight, and learning teams are under

pressure to keep skills current in an environment that changes every few months. The challenge now is shifting from technology to talent and from hiring to capability building (see Exhibit 1).

Revature is approaching this challenge by bringing together recruitment, skills mapping, workforce development, and deployment on a single platform. HFS sees this as a strong example of Services-as-Software™, replacing traditionally fragmented, people-led workforce development with repeatable, technology-enabled workflows that help enterprises continuously build AI capability.

Exhibit 1: AI is forcing enterprises to rethink how technical talent is built

Traditional talent model

Stable technical roles

Roles defined for years



Hire for today's skills

Find people with existing experience



Recruit → Train → Deploy

Linear and sequential process



Universities define skills

Curricula change slowly



Learning is periodic

Courses taken once or twice a year



Hiring is the primary lever

Talent strategy starts with recruitment



AI era talent model

Roles evolving continuously

Skills and roles change every few months



Build for tomorrow's capabilities

Develop the ability to learn and adapt



Assess → Develop → Measure → Evolve

Continuous cycle of capability development



Enterprises shape skills in real time

Skills aligned to business outcomes



Learning is continuous

Always-on, personalized learning journeys



Capability development is the primary lever

Talent strategy starts with skills intelligence



AI isn't just changing the technology. It's changing how enterprises build and scale talent.

Source: HFS Research, 2026

Building AI capability means connecting the entire talent lifecycle

Enterprises have been approaching technology talent through separate functions for years. Recruitment found candidates, learning teams developed training programs, managers assessed readiness, and workforce planning forecast future demand. Each function solved part of the problem, but very few organizations connected them. Revature is trying to change that.

At the center of its strategy is Evolv, a platform designed to create a continuous view of workforce capability. It maps the skills required for a role, assesses existing capabilities, identifies development gaps, creates personalized learning journeys, and measures readiness before people move into delivery. The objective is to replace fragmented decisions with measurable evidence of capability.

Evolv supports three complementary offerings across the workforce lifecycle:

- **Forward Deployed Engineer (FDE) Accelerator** transforms experienced software engineers into AI-native engineers capable of designing, building, deploying, and operating enterprise AI solutions.
- **Emerging Talent Program** recruits, trains, and deploys early-career engineers through customized client-specific programs.
- **AI Academy in a Box** enables enterprises and universities to build AI capability through AI-native curricula, learning platforms, faculty enablement, and workforce transformation programs.

Together, these offerings allow organizations to develop talent at multiple stages of the workforce, from graduates entering the industry to experienced engineers adapting to AI-native roles, while using a common skills framework throughout.

Revature said it has trained more than 100,000 software engineers and now works with over 200 enterprise, government, and systems integration clients. This experience provides the foundation for its broader expansion into AI workforce transformation.

The expansion also has conviction behind it. Co-founder Ashwin Bharath repurchased Revature from its private equity owner in March 2026 to pursue the FDE opportunity. And the go-to-market starts inside the installed base: the company already counts seven of the top 10 global banks and three of the top five asset managers as clients, and it plans to grow the FDE business through those existing relationships before chasing new logos.

The software engineer is changing, and workforce strategies must change with it

Revature's strategy rests on a specific view of how the software engineering role is evolving. The company argues that enterprises need engineers who can contribute across the entire AI software lifecycle, from solution design and AI implementation to deployment, observability, and production support. These roles require a broader combination of engineering, AI, architectural, and business skills than traditional software development.

That thinking underpins the Forward Deployed Engineer Accelerator, which Revature is betting on for its next phase of growth. Rather than competing for a relatively small pool of AI specialists, the company identifies experienced engineers with strong technical foundations and develops the additional capabilities needed for AI-first delivery through client-specific projects, architect-led coaching, and practical experience. The emphasis is on preparing engineers to operate in production environments, not simply complete technical training.

Selection is where the model earns its keep. Not every capable engineer can become an FDE, so Revature screens candidates through immersive workshops instead of interviews, watching how they handle unfamiliar requirements, and then puts those who pass through a multi-week FDE identifier program before formal training begins. Of the roughly 200 to 250 engineers the company sources each month, only 50 to 60 advance to training. Revature screens for what it calls “contextual learnability”: not whether someone can learn in general, but whether they

can learn AI-native ways of working within the context of a specific client and technology stack.

One such example comes from a federal software provider that had secured multiple legacy modernization contracts but struggled to find engineers with the specialized skills needed to deliver them. Revature built a dedicated program around the client’s technology environment, covering AI engineering, RAG, platform engineering, and government compliance requirements. According to the company, the engagement scaled the client’s FDE operations by 50%, reduced FDE hiring costs by 40%, and improved legacy modernization delivery velocity by three to seven times.

The same philosophy extends beyond experienced engineers. Revature has applied similar client-specific learning models to graduate recruitment programs, helping enterprises build dedicated cohorts trained on their own technology environments before deployment.

HFS’ take

HFS recognizes Revature as a Hot Tech because it tackles one of the less discussed challenges in enterprise AI. While much of the market has focused on models, platforms, and infrastructure, the workforce needed to implement those technologies has received far less attention.

Revature’s platform brings together recruitment, workforce development, and deployment into a single approach centered on measurable skills and continuous capability development. That’s a strong example of Services-as-Software, using

technology to standardize activities that have traditionally relied on fragmented processes and individual judgment.

The company has also broadened its ambition beyond hire-train-deploy. By combining graduate development, AI engineering enablement, and enterprise workforce transformation on a common platform, Revature is positioning itself around the full AI talent lifecycle rather than a single staffing model.

Vendor fact sheet

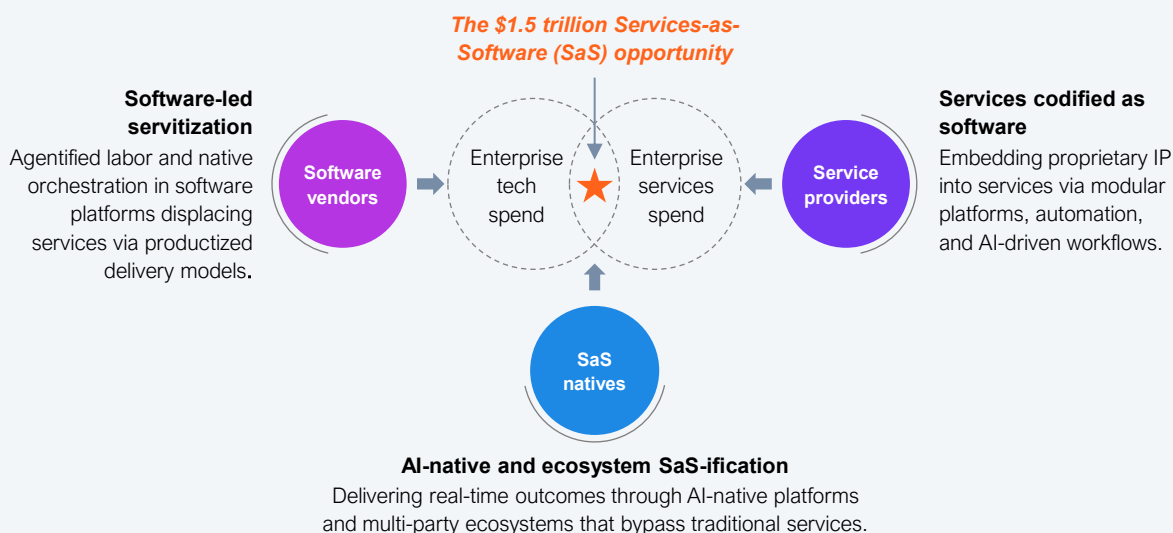
- **Founded:** 2003
- **Headquarters:** Virginia, US
- **Key executives:** Ashwin Bharath (co-founder and chairman), Tan Moorthy (CEO)
- **Number of employees:** 1,000
- **Funding source:** Privately held
- **Number of clients:** Around 200 spanning enterprises and service providers
- **Key clients:** JPMC, Citi, Bank of America, Walmart, Fidelity, BNY Melon, Accenture, Cognizant, Infosys
- **Notable partners:** Salesforce, Appian, Pega, Arizona State University, University of Virginia, University of Arizona, Florida State University, Howard University, University of Texas at Arlington, West Virginia University
- **Solutions portfolio:** Evolv platform, FDE Accelerator, Emerging Talent Program (hire-train-deploy), AI Academy in a Box
- **Industry coverage:** Financial services, insurance, education, healthcare, federal, and integrators

The HFS Hot Tech designation and Services-as-Software

HFS Hot Tech organizations display truly differentiated offerings and out-of-the-box thinking that can be inspiring and useful. This report profiles one of the HFS Hot Techs selected through our rigorous five-step assessment. The HFS Hot Tech designation remains in place for one calendar year. Every Hot Tech joining our program remains listed on our exclusive and [searchable database](#).

HFS Research coined “Services-as-Software” to encapsulate a concept reshaping how the world will consume technology services and software. This emerging category will disrupt traditional services and software models, absorbing significant revenue from both, and create a new total addressable market worth \$1.5 trillion.

HFS Hot Techs offer a range of approaches toward Services-as-Software



Source: HFS Research, 2026

Enterprises consuming third-party services, service providers, and technology providers need a smart ecosystem to succeed and survive in the future. HFS Hot Techs are service and technology providers handpicked by our analysts to help you flesh out your ecosystem with offerings that solve today’s complex business problems and exploit market opportunities.

The HFS Hot Tech report team

Author



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Dana Daher is an Executive Research Leader at HFS Research, spearheading research initiatives in emerging technologies and employee experience. With a unique blend of expertise in anthropology and IT, Dana leads cutting-edge research that shapes industry landscapes across various domains, including employee experience, Agentic AI, generative AI, diversity, equity, and inclusion (DEI), and sustainability. Her multidisciplinary background allows her to bridge the gap between strategy, people, and technology, offering a holistic perspective on today's rapidly evolving business landscape.

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David is an Executive Research Leader at HFS and Editor-in-Chief of the HFS Hot Tech program. He also leads our OneOffice Emerging Technology Practice, is our strategic lead on Generative AI, Web3, and metaverse, and covers automation and employee experience. He is a published author (*The 10 Principles of Open Business*, Palgrave-Macmillan), a former tier-1 consulting director, and a digital strategy and innovation expert with leadership experience in start-up, scale-up, and enterprise digital transformation.

About HFS

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- **INTREPID**
- **BOLD**

HFS Research is a leading global research and advisory firm helping Fortune 500 companies through IT and business transformation with bold insights and actionable strategies.

With an unmatched platform to reach, advise, and influence Global 2000 executives, we empower organizations to make decisive technology and service choices. Backed by fearless research and an impartial outside perspective, our insights give you the edge to stay ahead.



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