



HFS HORIZONS SUMMIT

NEW YORK CITY • MAY 16 – 17, 2023

HFS

Enterprise Leadership Panel: The Ecosystem Effect—How to Create New Forms of Value



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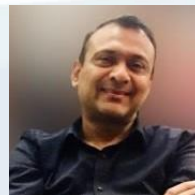
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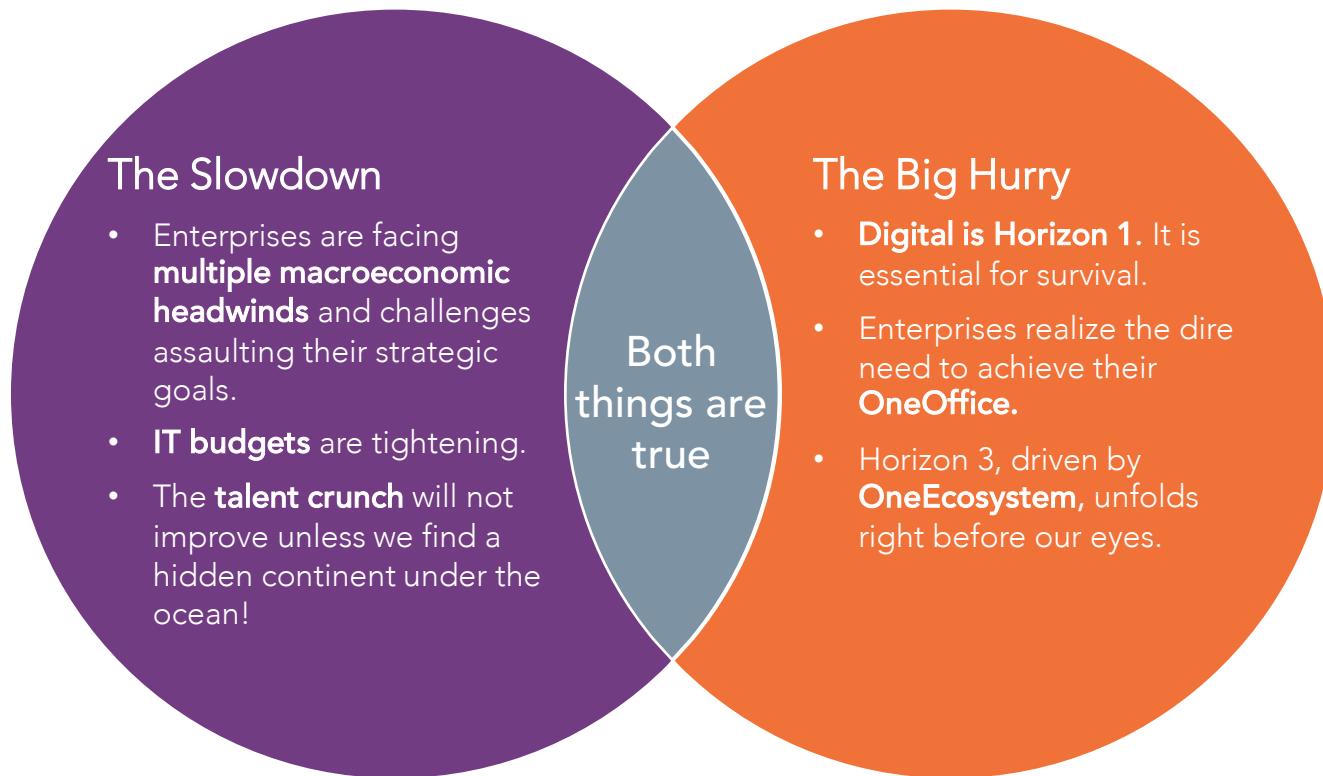


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EVP, Customer
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Sameer Shah
SVP, Global Head
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The Digital Dichotomy



Polling question

What is your organization's most important priority in today's context?

Poll results

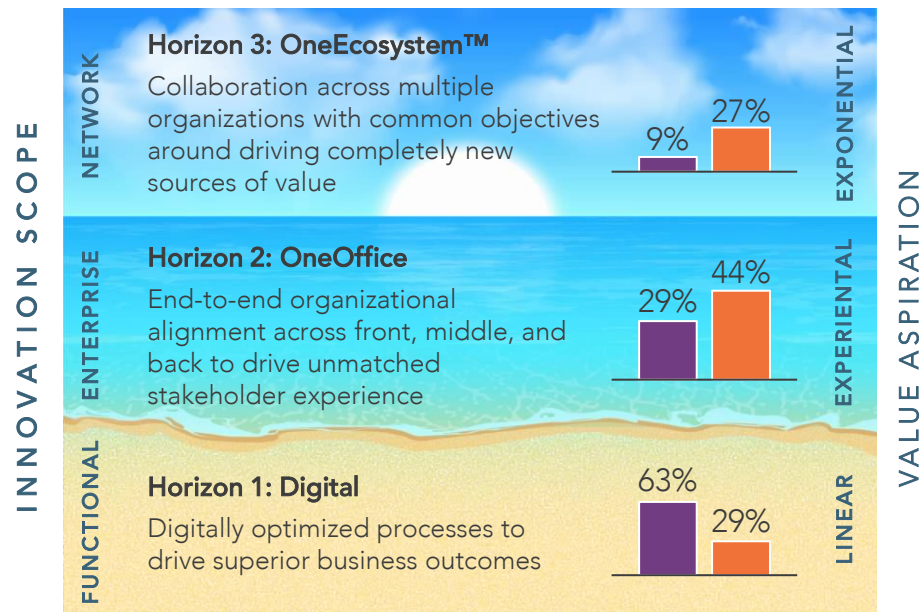
- 47% It's all of the above at the same time!!
- 27% Driving growth and finding new sources of value
- 16% Bottom-line impact by driving down operational costs and improving process efficiency
- 6% Driving better business outcomes by impacting critical business metrics such as cash flow
- 4% Improving company valuation and driving shareholder value
- 0% Making progress on ESG goals

Source: HFS Horizons Summit–New York City, 2023

What are your biggest priorities in today's context, where on the one hand, there is a potential Slowdown fueled by macroeconomic headwinds, but on the other hand, enterprises are in a Big Hurry to innovate?

HFS Enterprise Innovation Framework

■ Current innovation focus ■ Expected innovation focus in two years



Organization characteristics

Horizon 2+

- Infinite mindset
- External collaboration
- Data-monetization
- Creative talent
- Autonomous processes
- Physical – digital convergence

Horizon 1+

- Growth mindset
- Internal collaboration
- Data-led decision making
- Digitally fluent talent
- Human + machine processes

- Efficiency and effectiveness mindset
- Unified data reporting
- Domain expertise
- Process workflow

Enabling technology

Horizon 2+

- Industry cloud
- Generative AI
- Blockchain
- Metaverse
- 5G

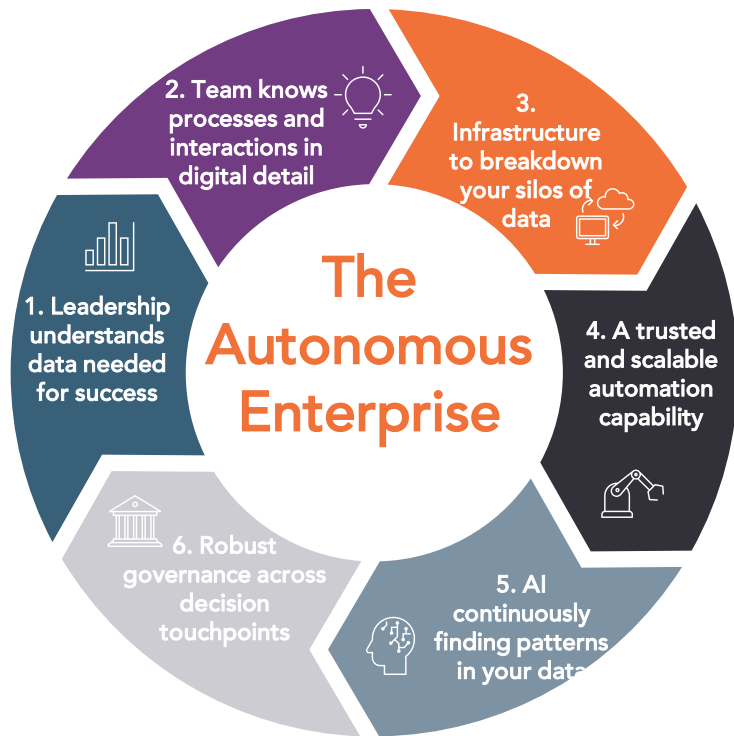
Horizon 1+

- Cloud native
- Edge computing
- Machine Learning
- Prescriptive analytics
- Internet of things

- Cloudification
- Cybersecurity
- Automation
- Machine learning
- Predictive analytics

Sample: March 2023 HFS Pulse survey of 600 Global 2000 enterprises
Source: HFS Research, 2023

Do today's economic conditions create a burning platform for a data-driven autonomous enterprise? Why or why not?



Source: HFS Research, 2023

OneOffice: Breaking down silos to get relevant data to make decisions

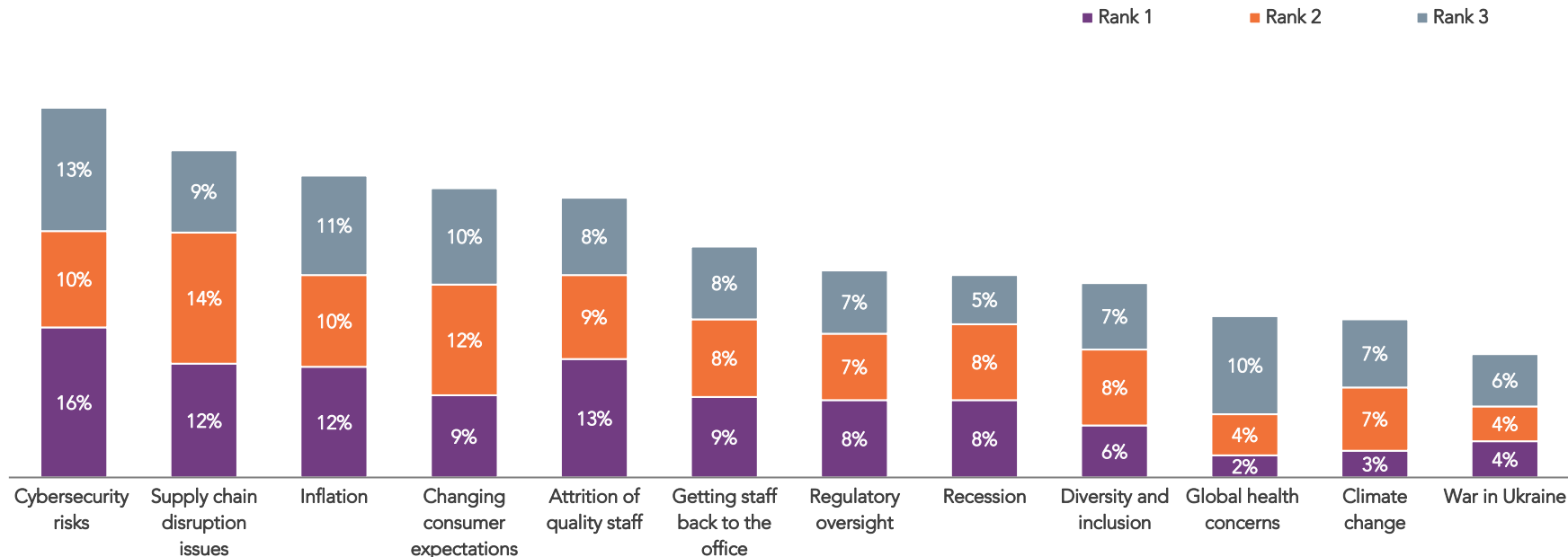
1. Your **leadership** must understand the **data** needed for your enterprise to be successful.
2. Your teams must **know your processes** and **interactions** in digital detail and have a continuously updated audit trail of these digital interactions and processes.
3. You must have the right **infrastructure** to breakdown the **silos of data** across your enterprise and its ecosystem.

OneEcosystem: Making the business work autonomously internally and externally

4. You must ensure a **robust and scalable automation capability** that is **trusted** both internally and externally.
5. **Artificial intelligence** (ML, deep learning and decision engines) must **continuously find patterns in your data** to keep you ahead of your market.
6. You must establish a **robust governance system** embedded across all **decision touchpoints** to ensure the **effectiveness** of your autonomous enterprise.

Enterprises are facing multiple macroeconomic headwinds. What keeps you awake at night, and what are you doing to sleep better?

What are the most concerning macro-environmental factors adversely impacting your organization's goals?



Sample: March 2023 HFS Pulse survey of 600 Global 2000 enterprises
Source: HFS Research, 2023

Talk about a strategic initiative that you are passionate about undertaking in your organization to drive change and transformation. Why?

People

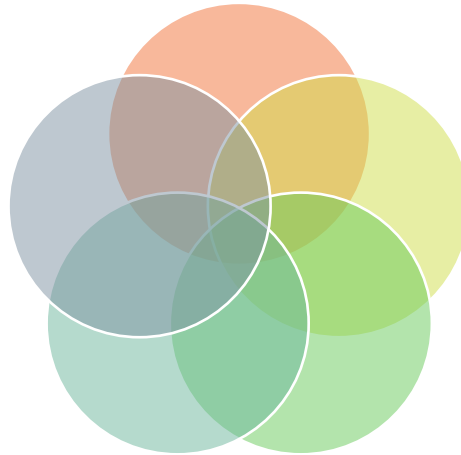
- Diverse and inclusive
- Problem-solving, technical, analytical, and hard-to-find skills
- Global: offshore, nearshore, onshore, anywhere shore

Change management

- Purpose driven
- Incentives to drive collaboration
- OneOffice mindset

Data

- Make data a first-class citizen
- Organize services around enterprise data-flows (customer, employee, vendor)



Process

- Eliminate process debt
- Trust, governance, risk, and compliance
- Backed by process and domain expertise

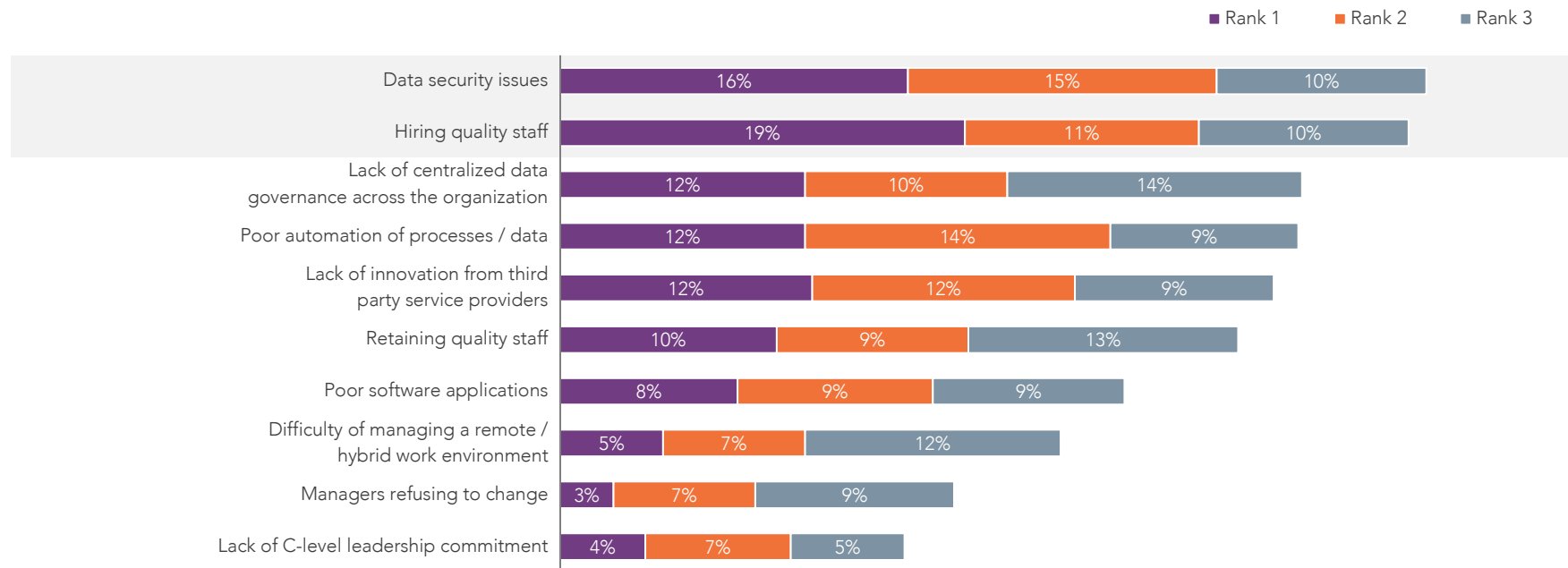
Technology

- Leveraged as a competitive differentiator
- AI-powered cloud-enabled solutions
- Proving emerging technology

What are the biggest internal roadblocks? What are you doing to turn them around?

What are your company's internal challenges to meeting your strategic objectives?

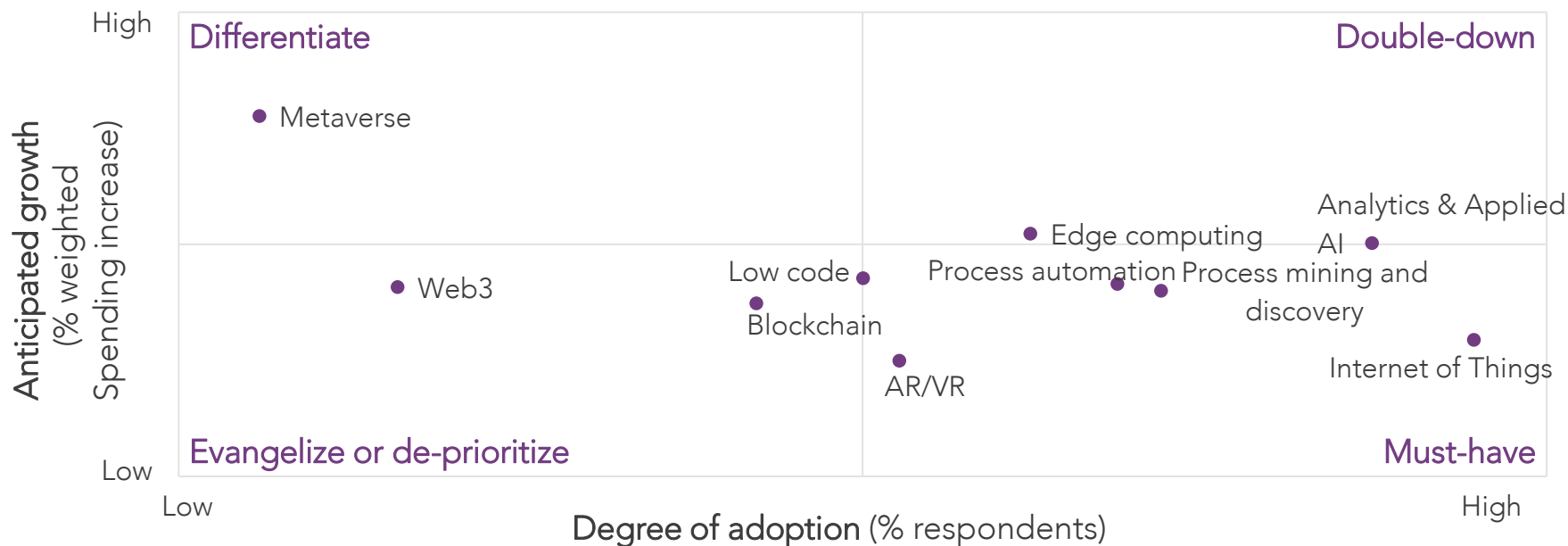
Percentage of respondents



Sample: March 2023 HFS Pulse survey of 600 Global 2000 enterprises
Source: HFS Research, 2023

Which emerging technologies are you most excited by in terms of their potential to drive real enterprise transformation?

To what extent will you increase spending on emerging tech over the next two years?



Sample: March 2023 HFS Pulse survey of 600 Global 2000 enterprises
Source: HFS Research, 2023

If you had one wish that would come true, what would it be?



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you just push this button here..."*