



The rise of the Generative Enterprise™—are you ready?

HFS Research Agenda for 2024

May 2024

PRESENTED BY:

HFS Leadership Team

The Generative Enterprise™—are you ready?

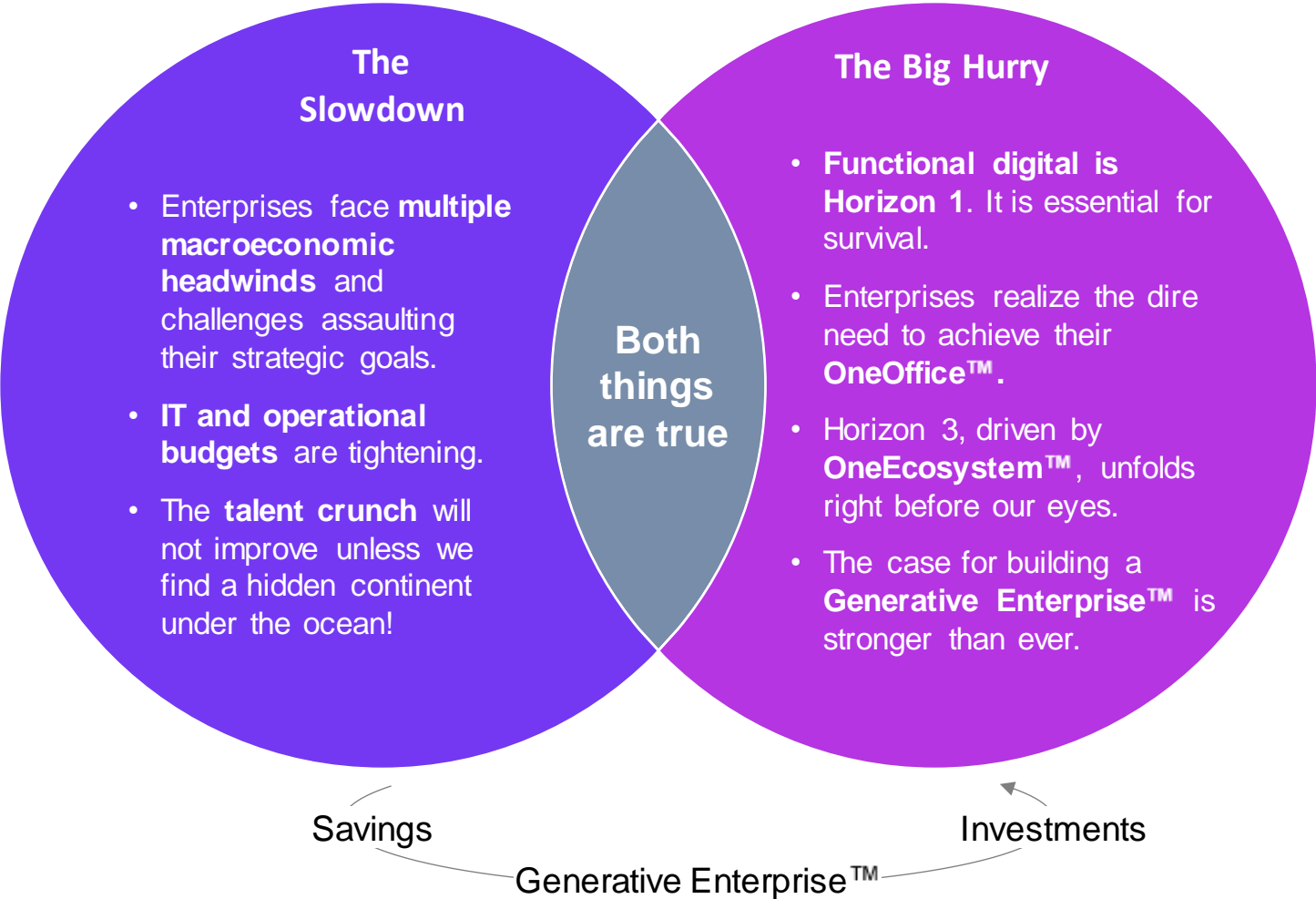
- **2023 was the year of the Digital Dichotomy.** 2023 was meant to be a glorious, global post-pandemic year of progress and value realization. Instead, it was the year of the [Digital Dichotomy](#), a frustrating dual reality of balancing myriad macroeconomic headwinds with burgeoning innovation and trying to make progress. Cost savings reigned supreme, and innovation budgets were cut to the quick.
- **2024 is the year of the Generative Enterprise™.** As we set our sights on 2024, the onus is on enterprise leaders to squelch the Digital Dichotomy and find ways to complement cost savings with new forms of value and growth. The key to unlocking this path forward is by embracing the Generative Enterprise™. Generative artificial intelligence (GenAI) technologies offer the potential of huge business benefits in terms of continuously generating new ideas, redefining how work gets done, and disrupting business models steeped in decades of antiquated processes and technology.
- **Get ready for a new S-curve of value creation.** The IT and business services industry is at an inflection point of jumping to a [new S-curve of value creation](#). The past several decades of people-driven value creation have yielded a gradual S-curve of value. The advent of GenAI unlocks the potential for the AI-driven Generative Enterprise™, characterized by rapid productivity advancements, data-driven decisioning, and an end-to-end scope.
- **We designed our strategic research agenda to enable readiness for the Generative Enterprise™.** HFS has designed a thought-provoking array of research to help enterprises and their service and technology ecosystem partners make rapid strides toward unlocking and achieving new forms of value in 2024 and beyond.

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

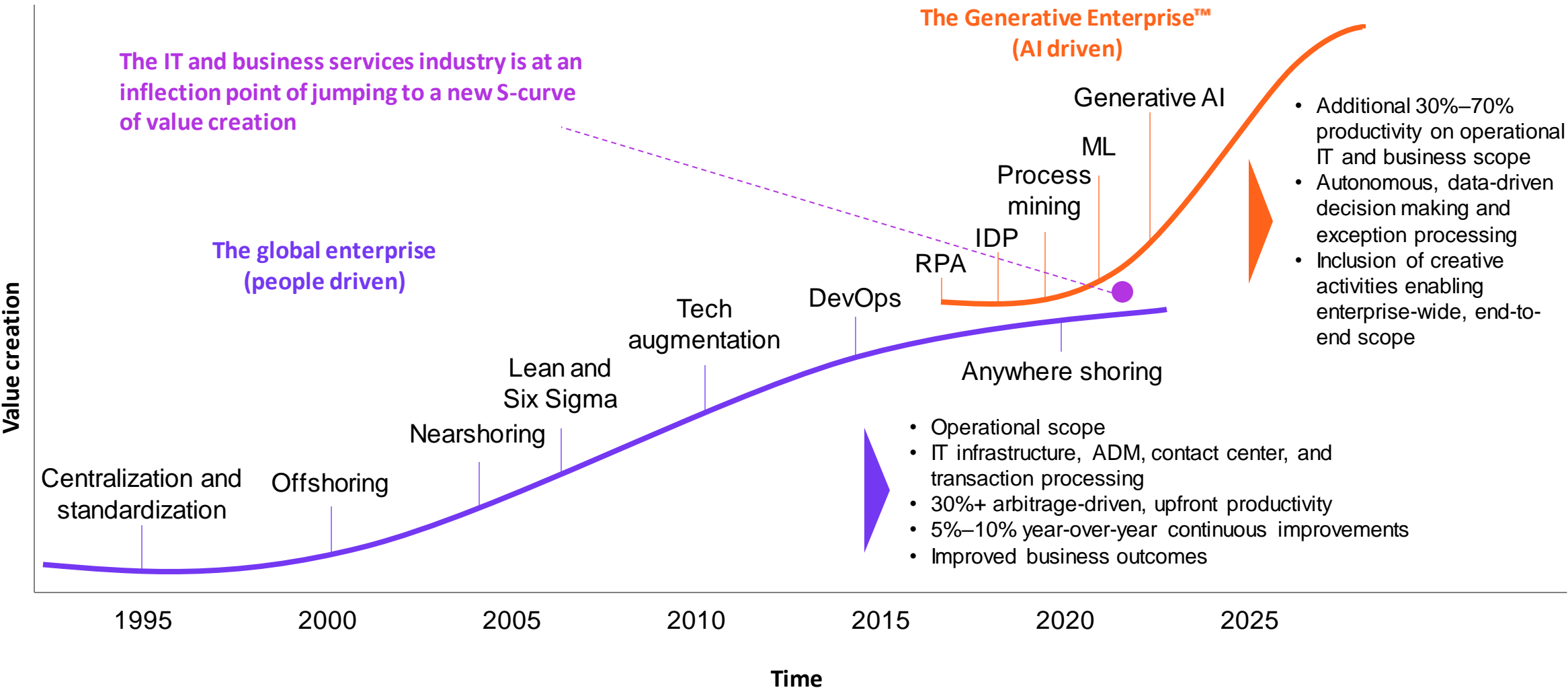
Cost savings are important but no longer sufficient to keep most leaders in their jobs.

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

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

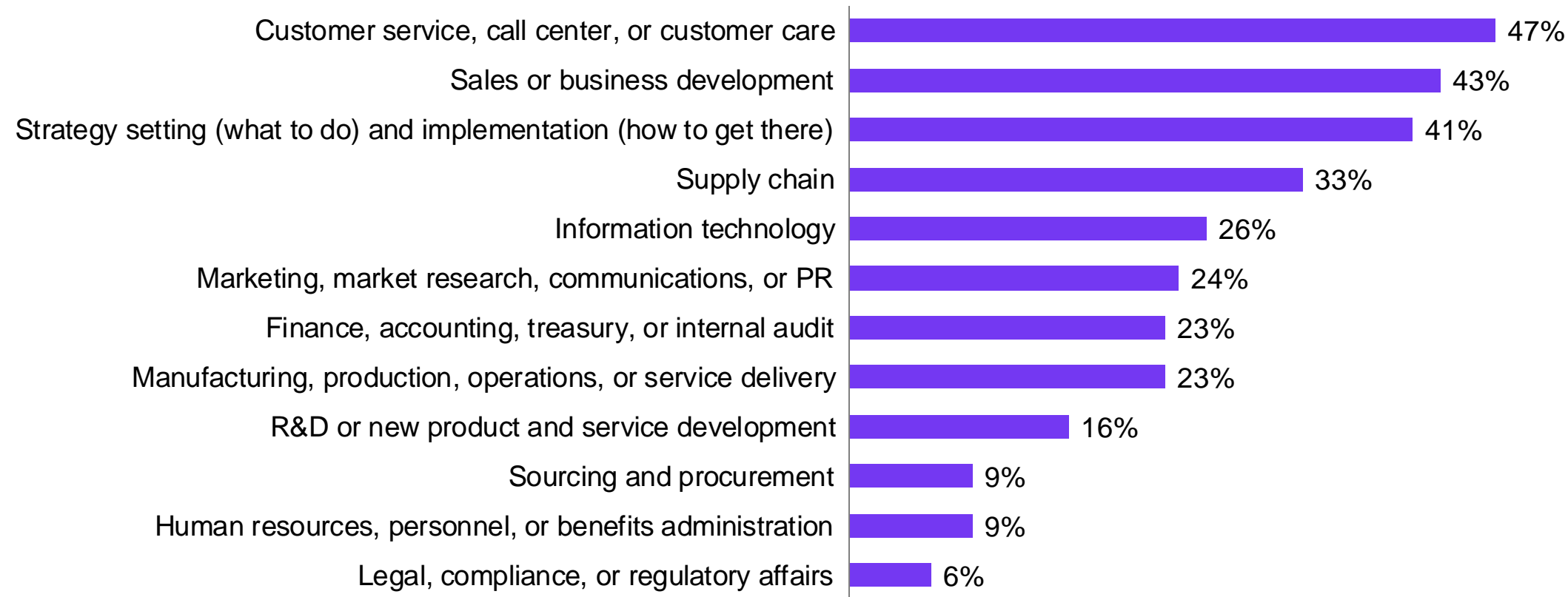


The Generative Enterprise™ inspires a new S-curve of value creation



Enterprise leaders expect GenAI to drive significant value in customer experience over the next 18 months

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



Sample: 104 enterprises actively exploring and deploying GenAI across the Global 2000
Source: HFS Research, 2024

Introducing Enterprise Perspectives powered by the HFS OneCouncil



The HFS OneCouncil is the **enterprise sounding board** for HFS. It serves as a critical **demand-side source of insights** and as an **industry-trend bellwether**. Leveraging the insights of the **75+ enterprises leaders** on the OneCouncil, HFS is launching a series of demand-side **Enterprise Perspectives reports** across our coverage domains.

The Enterprise Perspectives report series will **address key demand-side issues** such as

1. How are enterprises thinking about and **investing in emerging and enabling technologies**?
2. What are the **evolving best practices for engagement models** in the business services market?
3. Where are enterprises gaining the **most traction in their enterprise modernization journeys**?
4. Which **industries** are making the most progress with **applied generative AI**?
5. Who are the **best examples of the Generative Enterprise™** in action?

Enabling technologies

Reimagined business
operations

Enterprise modernization

Industries

How HFS works with Global 2000 enterprises

Enterprise innovation framework

1

Strategy workshops to drive stakeholder alignment and provide an outside-in view on your innovation vision and approach, backed by HFS' three Horizons of enterprise innovation: Functional digital, OneOffice™, and OneEcosystem™

Roadmap for GBS, business, and IT services

2

Work with HFS to help define your roadmap for business and IT operations moving from cost and effort, to performance and outcomes, to purpose

Next-gen solution development

3

Leverage the HFS OneCouncil, proprietary research, and supplier intelligence to address questions around scope of services, business cases, delivery models, commercial models, performance, governance models, innovation models, and technology architecture

Ecosystem development and supplier selection

4

Leverage the extensive repository of HFS' supplier landscape Horizons reports across emerging tech, IT, and business services to understand potential partners that can help you realize your vision

Third-party pricing and performance strategy benchmarking

5

(In partnership with HEX advisory)

The only industry database of contemporary and actionable sourcing advisory deal and contract benchmarks to objectively assess your pricing structure, price benchmarks, solution benchmarks, and performance benchmarks

360-degree sourcing contract review and negotiation

6

HFS 360 offers five camera angles to give you absolute certainty about your sourcing contracts and negotiations: AI-led contract review, market and geography data, latest research on enterprises and suppliers, analyst perspective, and client context

Vendor management training

7

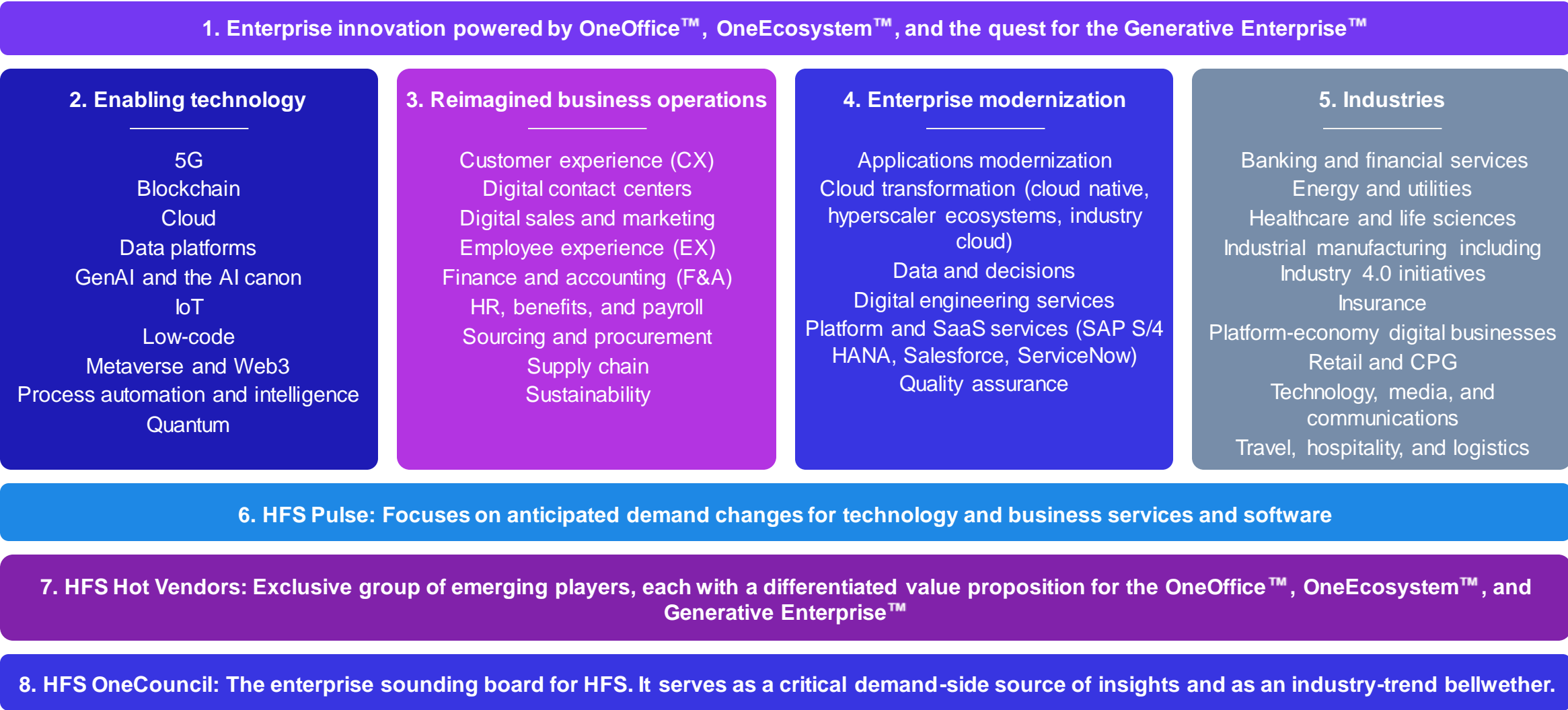
Ask HFS to train your teams on vendor management with basic, intermediate, and advanced training modules

Holistic relationship-health check

8

Use HFS' independent, research-driven approach to gain confidence about your current (or legacy) third-party relationships across scope and solution, contracts, pricing, and performance

HFS research coverage areas for 2024

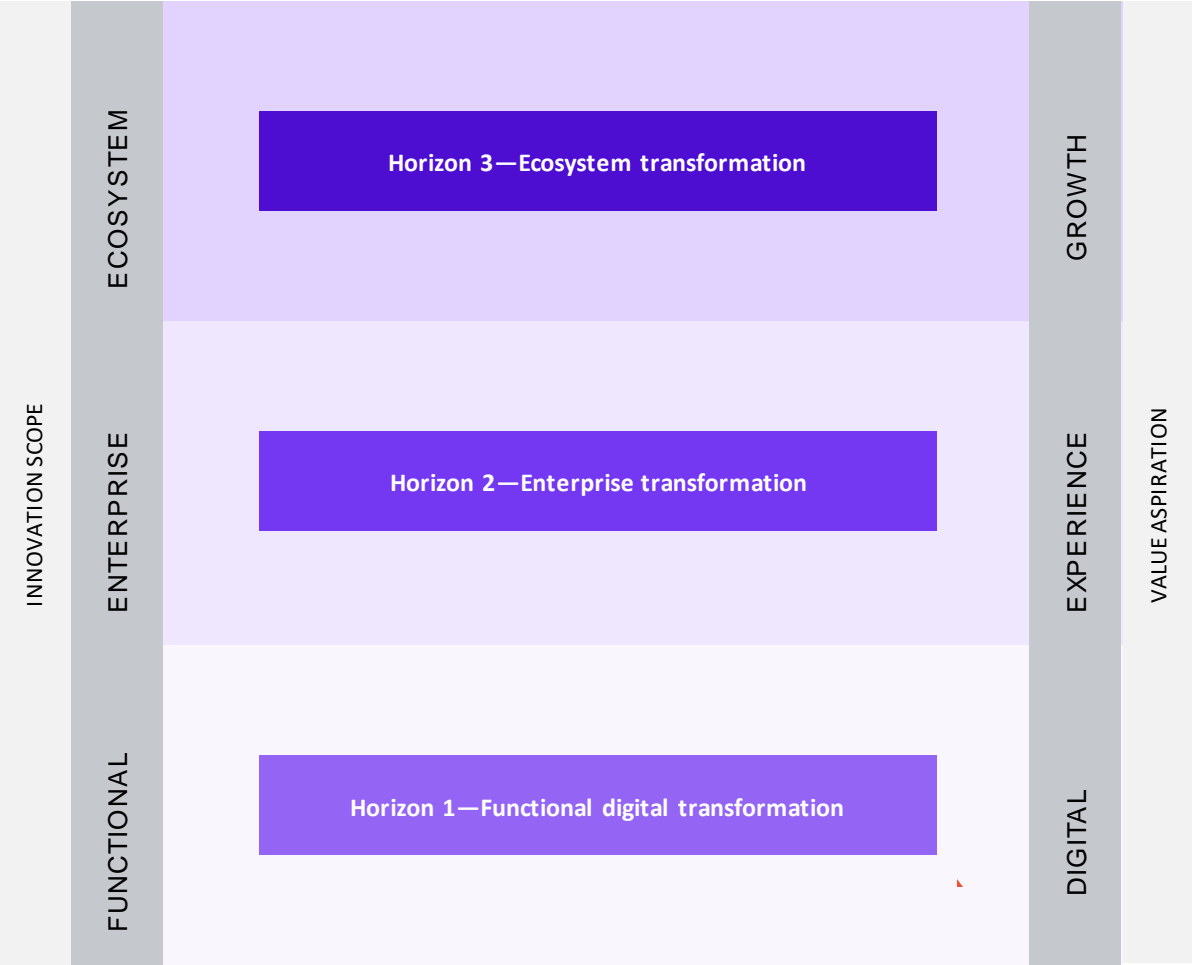


Horizons reports planned for 2024

A series of demand-side [Enterprise Perspectives](#) will complement these Horizons reports.

	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Enabling technologies	<ul style="list-style-type: none"> • Generative Enterprise™ (published) • Low-Code Services (published) • Intelligent Document Processing (IDP) Products (published) 			<ul style="list-style-type: none"> • AADA Quadfecta Services • The evolution of IoT services 	<ul style="list-style-type: none"> • Generative Enterprise™
Reimagined business operations		<ul style="list-style-type: none"> • Customer Experience Services (published) • Sourcing and Procurement Services 	<ul style="list-style-type: none"> • Supply Chain Services (published) • Sustainability Services 	<ul style="list-style-type: none"> • Employee Experience Transformation 	
Enterprise modernization		<ul style="list-style-type: none"> • Quality Assurance – Assuring the Generative Enterprise™ (published) 	<ul style="list-style-type: none"> • Industry Cloud • Salesforce Services Ecosystem 	<ul style="list-style-type: none"> • Azure Ecosystem 	<ul style="list-style-type: none"> • Digital Engineering • AWS Ecosystem • GCP Ecosystem
Industries	<ul style="list-style-type: none"> • Retail and CPG Services (published) • Life Sciences Services (published) 	<ul style="list-style-type: none"> • Asset and Wealth Management Services (published) • Manufacturing—Intelligent Operations Services (published) 	<ul style="list-style-type: none"> • High-Tech Services (published) • Core Banking Modernization Services • Healthcare Provider 		<ul style="list-style-type: none"> • Commercial Banking • Next-Gen Telco Services • Insurance Services • Health Plans and Payers

HFS Horizons for asset and wealth management



Horizon 3—Ecosystem transformation

Horizon 3 service providers demonstrate

- Horizon 2 + The ability to drive **OneEcosystem™** impact via collaboration across multiple organizations with common objectives around driving completely new sources of value
- Innovation scope at the ecosystem level with the resulting value delivered focused on growth through new business and collaboration models

Horizon 2—Enterprise transformation

Horizon 2 service providers demonstrate

- Horizon 1 + Enablement of the **OneOffice™** model of end-to-end organizational alignment across the front, middle, and back offices to drive unmatched stakeholder experience
- Innovation scope at the end-to-end enterprise level with the resulting value delivered focused on enhanced stakeholder experience—inclusive of customers, advisors, and partners

Horizon 1—Functional digital transformation

Horizon 1 service providers demonstrate

- The ability to drive digitized processes to improve business outcomes such as cost reduction, speed, and efficiency across elements of the asset and wealth management value chain
- Innovation focus, generally at the function level, with the resulting value focused on the digitization of domain-specific processes

2024 HFS Research calendar

Enabling technology (page 1 of 2)

Research report	Author(s)	2023	2024			
		Q4	Q1	Q2	Q3	Q4
HFS Horizons—Generative Enterprise™ Services, 2023 The industry’s first competitive analysis of professional services firms and the value they are creating with enterprise clients with the adoption and experimentation of generative AI tech.	Phil Fersht David Cushman Niti Jhunjunwala	Pub				
HFS Horizons—Low Code Services An evaluation of services providers enabling democratized development to support improved and accelerated customer experience, employee experience, and partner experience.	Joel Martin Nikhil Bhaskar	Pub				
HFS Horizons—Intelligent Document Processing Products This analysis evaluates the business value of technology vendors providing intelligent document processing products.	David Cushman Hridika Biswas	Pub				

2024 HFS Research calendar

Enabling technology (page 2 of 2)

Research report	Author(s)	2023	2024			
		Q4	Q1	Q2	Q3	Q4
HFS Horizons—AADA Quadfecta of Analytics, AI, Data Platforms, and Automation Services From an enterprise perspective, the integration of analytics, AI, data platforms, and automation—collectively known as the quadfecta—represents a transformative shift in how businesses are leveraging technology to evolve into Generative Enterprises. As these technologies converge, they are not merely enhancing existing business operations but fundamentally reshaping industry landscapes by enabling more agile, intelligent, and data-driven decision-making processes. This research effort will assess how well service providers are helping their clients embrace the AADA quadfecta to drive innovation and realize value.	Ashish Chaturvedi Hridika Biswas				✓	
HFS Horizons—The evolution of IoT services in the age of the Generative Enterprise™ As the array of devices comprising the internet of things increasingly become AI-enabled. HFS explores how service providers are flexing to meet their clients' changing needs.	Mayank Madhur Anushka Mukherjee				✓	
HFS Horizons—Generative Enterprise™ Services As the technology accelerates and legislators try to keep pace, we will follow up one year later on the industry’s first competitive analysis of professional services firms and the value they create with enterprise clients as they adopt and experiment with generative AI technology.	David Cushman Niti Jhunjhunwala					✓

2024 HFS Research calendar

Reimagined business operations (page 1 of 2)

Research report	Author(s)	2023	2024			
		Q4	Q1	Q2	Q3	Q4
HFS Horizons—Customer Experience Services Analysis of the top customer experiences services firms, including contact center services, customer experience design and consulting, and analytics.	Melissa O’Brien Krupa KS		Pub			
HFS Horizons—Sourcing and Procurement Services A snapshot of the leading service providers for sourcing and procurement capabilities, including source-to-contract and procure-to-pay capabilities.	Saurabh Gupta Reetika Fleming Srini Vaddepalli Jahnavi Ravindranath Hridika Biswas			✓		
HFS Horizons—Supply Chain Services Unchaining the supply chains. Most enterprises are making their supply chains more networked, autonomous, and resilient to traverse the post-pandemic recessionary market. HFS will explore new technologies like GenAI and ecosystem-driven models in play.	Ashish Chaturvedi Krupa KS			Pub		
HFS Horizons—Sustainability Services A Horizons analysis of the sustainability services firms aligning their clients to the global context and leading the systems-level change we need.	Nandini Tare Mayank Madhur Anushka Mukherjee			✓		

2024 HFS Research calendar

Reimagined business operations (page 2 of 2)

Research report	Author(s)	2023	2024			
		Q4	Q1	Q2	Q3	Q4
HFS Horizons—Employee Experience Transformation Assess how service providers and employee experience services advisors support enterprise clients in reimagining work and transforming the full spectrum of the employee experience throughout organizations and ecosystems.	Dana Daher				✓	

2024 HFS Research calendar

Enterprise modernization (page 1 of 2)

Research report	Author(s)	2023	2024			
		Q4	Q1	Q2	Q3	Q4
HFS Horizons—Quality Assurance – Assuring the Generative Enterprise™ A Horizons assessment of providers' QA services capabilities, emphasizing assurance and innovation.	Sam Duncan Tom Reuner Mayank Madhur		Pub			
HFS Horizons—Industry Cloud Services Assessing service providers capabilities around the emerging notion of industry cloud and understanding the dynamics of associated platforms and ecosystems.	Tom Reuner Suhas A R Mayank Madhur			✓		
HFS Horizons—Salesforce Services Ecosystem This study will look at how leading service providers are positioned to drive business capabilities via the Salesforce solution set of experience (CRM), integration (MuleSoft), collaboration (Slack) and analytics (Tableau).	Sam Duncan Krupa KS			✓		
HFS Horizons—Azure Ecosystem Assessing transformation through Azure services and analyzing the ecosystem	Suhas A R Mayank Madhur				✓	

2024 HFS Research calendar

Enterprise modernization (page 2 of 2)

Research report	Author(s)	2023	2024			
		Q4	Q1	Q2	Q3	Q4
HFS Horizons—GCP ecosystem Assessing transformation through GCP services and analyzing the ecosystem	Sam Duncan					✓
HFS Horizons—AWS ecosystem Assessing transformation through AWS services and analyzing the ecosystem	Suhas A R					✓
HFS Horizons—Digital Engineering Services Digital Transformation continues to be a focus across industries to boost efficiency, transparency and competitiveness. The point of convergence of various technologies requires strong partnerships. This study will how the service provider landscape has changed and how have they scaled in the last 12 months.	Nandini Tare					✓

2024 HFS Research calendar

Industries (page 1 of 3)

Research report	Author(s)	2023	2024			
		Q4	Q1	Q2	Q3	Q4
<p>HFS Horizons—Retail and CPG Services</p> <p>The study evaluates service providers offering various IT and business process services to the retail and consumer packaged goods (RCPG) sectors worldwide, including digital experience (CX, EX, PX), omnichannel support, merchandise and inventory planning, supply chain operations, software implementation, platform migrations, store operations, manufacturing and warehouse management, order management, sales performance, back-end operations, and data analytics services.</p>	Ashish Chaturvedi Krupa KS	Pub				
<p>HFS Horizons—Life Sciences Services</p> <p>An evaluation of the performance of service providers rendering technology and business services to life sciences, including pharma and medtech.</p>	Rohan Kulkarni Mayank Madhur	Pub				
<p>HFS Horizons—Asset and Wealth Management Services</p> <p>HFS explores how service providers support the evolving needs of the growing and changing asset and wealth management sectors.</p>	Elena Christopher Niti Jhunjunwala		Pub			
<p>HFS Horizons—Manufacturing: Intelligent Operations Services</p> <p>The manufacturing industry is always trying to identify untapped value and efficiencies. HFS evaluates the performance of service providers rendering intelligent operations technology and business services for the manufacturing segment, including automotive, aerospace and defense, industrial, and high tech.</p>	Nandini Tare Anushka Mukherjee		Pub			

2024 HFS Research calendar

Industries (page 2 of 3)

Research report	Author(s)	2023	2024			
		Q4	Q1	Q2	Q3	Q4
<u>HFS Horizons—Services for High-Tech Companies</u> An evaluation of how leading services firms support the unique needs of the high-tech industry.	Joel Martin Hridika Biswas			Pub		
HFS Horizons—Core Banking Modernization Services Most banks are powered by legacy core banking systems, which are simultaneously beloved and begrudged. This study assesses how service providers help banks modernize their core banking systems—from hollowing the core to rip-and-replace and new builds.	Divya Iyer Elena Christopher Niti Jhunhunwala			✓		
HFS Horizons—Healthcare Providers Explore new models, services, and solutions being enabled to support health systems, hospitals, primary care, and post acute care and rehab. This will focus predominantly on the US, but we encourage stories from around the world.	Rohan Kulkarni Mayank Madhur Jahnvi Ravindranath			✓		
HFS Horizons—The Best Service Providers for Commercial Banking HFS assesses which service providers help commercial banks move the needle on digital hygiene and beyond to foster modernization and drive growth.	Elena Christopher Divya Iyer					✓

2024 HFS Research calendar

Industries (page 3 of 3)

Research report	Author(s)	2023	2024			
		Q4	Q1	Q2	Q3	Q4
HFS Horizons—Insurance A Horizons analysis of leading service providers' capabilities specific to the global insurance industry, including serving the technology and operations needs of property and casualty, life and annuity, reinsurance, brokers, and other intermediaries.	Reetika Fleming Divya Iyer					✓
HFS Horizons—Health Plans and Payers Explore new models, services, and solutions being enabled to support commercial health insurance, Medicare, Medicaid, and self-insured employers in the US.	Rohan Kulkarni Mayank Madhur Jahnvi Ravindranath					✓
HFS Horizons—Next-Gen Telco Services Telecommunications services are evolving as 5G enhances the capabilities of traditional telecom service providers and cloud services providers offering data-centric services across end point, edge, and IoT. This Horizons report will compare how service providers offer new network, application, assurance, and delivery services to enterprise customers.	Joel Martin Suhas A R					✓

About HFS

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

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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