



Using simplification to solve complex business problems: The OneWipro Journey

The HFS take on Wipro's renewed strategy with its new-ish CEO and Managing Director, Thierry Delaporte

DECEMBER 2021

Introduction

A story 75 years in the making, Wipro has come a long way. It has pioneered and shaped the development of the entire global IT industry. Now, Wipro is on a journey to define its next phase of growth and development, including the value it adds to clients and the capabilities it brings to the table across the various domains, technologies, and markets it serves.

A central force in Wipro's new journey is the appointment of Thierry Delaporte as CEO and Managing Director in mid-2020. Thierry brings exceptional strategy and operational experience, not the least of which is his quarter-century experience at French IT firm Capgemini, where he last served as its Group COO.

The leadership change handed both Wipro and Thierry an opportunity to prove the company can adapt to clients' new needs for developing dynamic digital organizations, where people are energized by technology, plug into business experiences, and operate with a OneOffice mindset.

“

Today, if you want to be able to transform and be the partner that the client wants, you need to connect with the IT side of the house and the business side of the house simultaneously. This forces you to not only understand technology but understand technology for business. So, it actually starts with discovering if you understand the business challenges of your client. Technology will come into play, but you are not asked only to address technology issues with technology. The investment in understanding business challenges is essential.

– Thierry Delaporte, CEO and Managing Director, Wipro

OneWipro: The mindset shift and operating model that is all about simplicity

Simplifying organizational structure will require Wipro to balance global reach and local connect

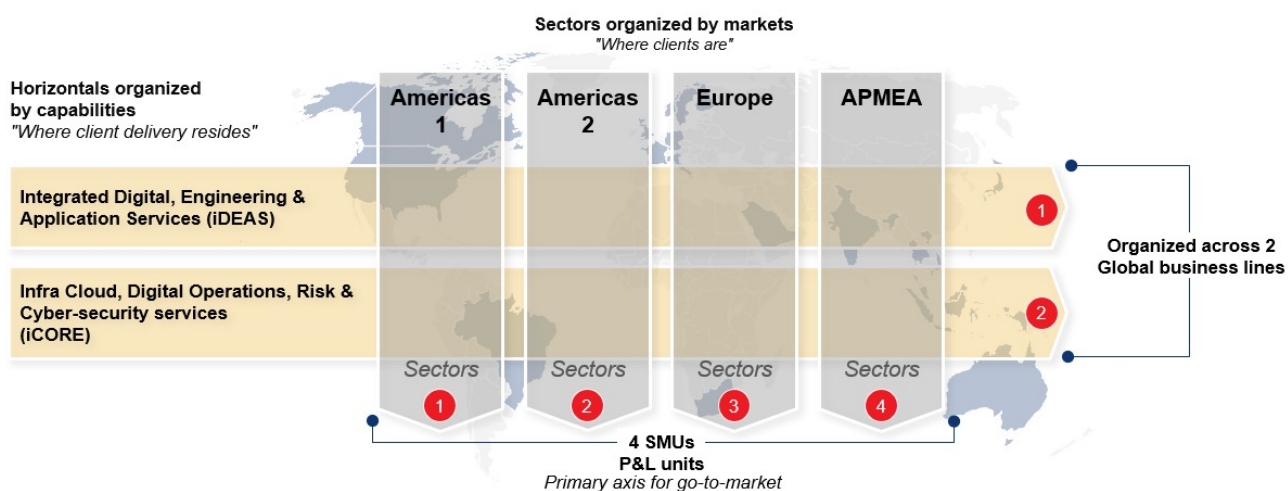
Coming in fresh and taking on the CEO job at a then 200,000-and-growing-people firm is not for the fainthearted. While Thierry was no stranger to running a large services business, he was surprised by the complexity of Wipro’s organizational structure—a dizzying 31 business units across markets and services and the resulting silos of capabilities and leadership. What had powered Wipro’s first wave of growth and allowed it to scale was holding it back.

From Thierry’s perspective, *“What we had, at that time, was a model where the three different groups were driving different priorities and not necessarily connecting with each other. They were oftentimes working [against] each*

other. What you need in the current world, and in particular a post-pandemic one, is the ability to combine the local connect and the global reach. You need to combine local anchoring your markets, to connect with your clients, the industry, and the market they operate within, and the talent within it, and really develop a brand and a presence. At the same time, you also need to leverage the power of a global model.”

The new dawn for global IT and business services is about designing business solutions that blend multiple technologies and foster multi-disciplined talent and culture. The first few quarters after Thierry took the helm last year rightly focused on unpacking the silos at Wipro, finding its core strengths, and recasting the company to prioritize speed and simplicity in delivering services and solutions to clients worldwide.

Exhibit 1: Wipro’s new and simplified organization structure will allow it to bring the best of Wipro to its clients



Source: Wipro, 2021

As we show in Exhibit 1, Wipro's new formation features a global business line with all the industry, domain, service-line practices, and delivery housed under one global structure—allowing Wipro to invest ahead of time and monetize these solutions and patterns in the best possible ways, ultimately leading to improved business outcomes for its clients. Key changes include

- **Sectors are organized around key client markets:** As part of the simplified operating model, Wipro created four regionally focused strategic market units (SMUs) with full responsibility for delivering its P&L. The units are based on global geography, with two for the Americas (to represent significant client presence and current revenues), one for Europe, and the final one for Asia-Pacific (APAC) and the Middle East. The Americas units are structured by sectors, while Europe and Asia-Pacific are structured by countries with a dedicated focus on identified sectors, as Thierry outlined.
- **The organization is flatter and more client-centric:** Further, Wipro has also put particular care into flattening the organization by reducing middle management layers and dramatically increasing the number of its leaders directly serving clients. A flatter organization strengthens its efforts to become even better at understanding and serving client needs.

- **Offerings sit at the intersection of strategy, design, and technology:** Apart from the geographical and sector restructuring, Wipro also simplified its offerings under two global business lines: integrated digital, engineering, and application services (dubbed iDEAS) and infra cloud, digital operations, risk, and cybersecurity services (known as iCORE). This change, in particular, encourages alignment across all of Wipro's teams and will go a long way in helping it bring the best of Wipro to its clients.

To HFS, this new simplified operating model promises the emergence of "OneWipro." Wipro has a broad suite of capabilities across emerging technologies (including the Wipro Holmes AI platform, Wipro FullStride Cloud Services, an end-to-end IoT portfolio, robust data offerings, and business services) but needs to create an integrated go-to-market that solves real business problems across all these capabilities. There is evidence Wipro recognizes a need to meet changing client expectations of IT services providers: their \$1.45 billion acquisition of business management and technology consultancy, Capco, which was finalized earlier in the year, signals a clear intent to offer clients in BFSI verticals deeper, more integrated transformative solutions. From a client standpoint, Wipro's new model makes it easier to understand the value Wipro aspires to bring to their firm with investments that are dedicated to their sector and domain focus.

Wipro's mindset shift is all about enabling collaboration and innovation for talent@scale

Enabling change within an organization requires a mindset shift; management must build new behaviors and incentives that ultimately contribute to the overall culture, and it must simultaneously change operational practices to meet new priorities. Whether you're an enterprise client seeking digital transformation or a global systems integrator like Wipro looking to re-organize itself for growth, what you need is a mindset shift.

At HFS, we believe in the OneOffice™ mindset, which encapsulates what digital transformation in action looks like (see Exhibit 2). The OneOffice mindset connects the front, middle, and back offices to create touchless and frictionless digital experiences. At its core, OneOffice is about putting customer, employee, and partner experiences at the heart of the strategy, with data flowing seamlessly across your processes from customer-facing functions through to critical back-office and shared-services capabilities. Pulling together, empowering people with insights, streamlining processes, and increasing automation are at

the heart of improving the experiences of our teams, our clients, and their customers.

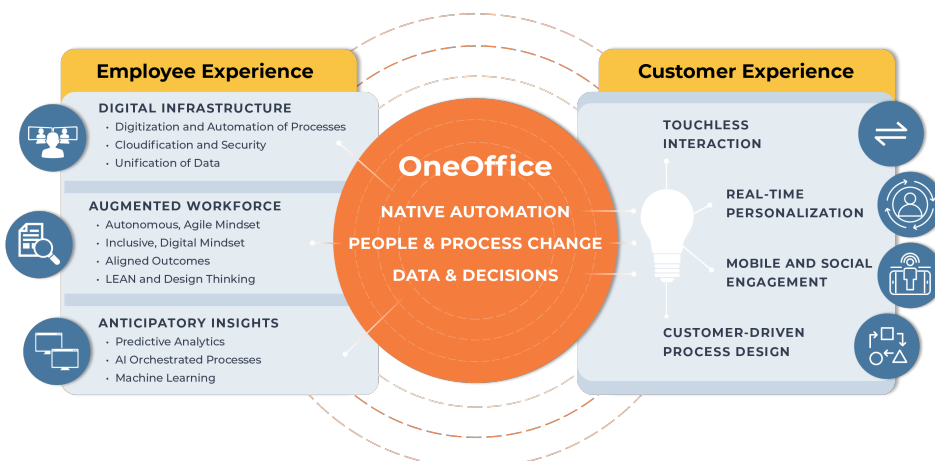
Thierry's viewpoint sums it up, "On the question of mindset, it's really about driving a sense of urgency. We are in an industry where we always have to be closer to our customers, come with new ideas, be proactive, and drive a high-intensity delivery ethic. Our whole business machinery also requires a high level of intensity and urgency in terms of how we are driving the supply chain and how we are adjusting and controlling our operations. We ask ourselves, 'how do we make sure that delivery is impeccable every day?'"

Thierry's vision aligns well with OneOffice: To drive the "machinery" forward, get closer to customers to improve customer experience (CX) and keep innovating to improve employee experience (EX). Delivering business solutions requires Wipro to think beyond the traditional software and service delivery paradigms and embrace new ways of working to enhance CX and EX. HFS found overwhelming resonance with the OneOffice concept among Global 2000 enterprises. As Exhibit 3 shows, our recent study found that nearly 97% of C-suite executives aspire to achieve a OneOffice organization.

Exhibit 2: Wipro's "OneWipro" journey is in line with the HFS OneOffice™ mindset

HFS OneOffice™ mindset

The OneOffice™ is HFS' vision for the digitally transformed enterprise. Emerging technologies help organizations break down their front-, middle-, and back-office silos to mature into **one integrated system** to enable employees, delight customers, and deliver on its purpose. Our ability to make emerging technologies native elements of enterprise business architecture is a prerequisite for digital transformation and the OneOffice.



Source: HFS Research, 2021

Wipro expects virtual, remote, community-based, and distributed work models to become the norm for value-creation beyond the pandemic and that collaborative technologies will power them. The service provider has developed a 4M execution framework (model, mindset, method, and machinery) based on four fundamental ideas:

- 1. The model (how teams are organized)** addresses new ways to organize teams, including work from home and the ever-increasing trend of crowdsourcing.
- 2. The method (the Wipro way of working)** addresses new ways to atomize and orchestrate work, considering the need for increased velocity, automation, and new delivery methods in a location-agnostic (no-shore) world.
- 3. The machine (engineering that powers the Wipro way)** is an engineering-first approach to executing business technology to seamlessly orchestrate new ways of working, from design to engineering. The machinery is powered by Wipro assets like Holmes, Topcoder, Cloud management console, and Digital Rig for an AI-first, hyper-automated approach.
- 4. The mindset (new-age talent focused on problem discovery and solving through**

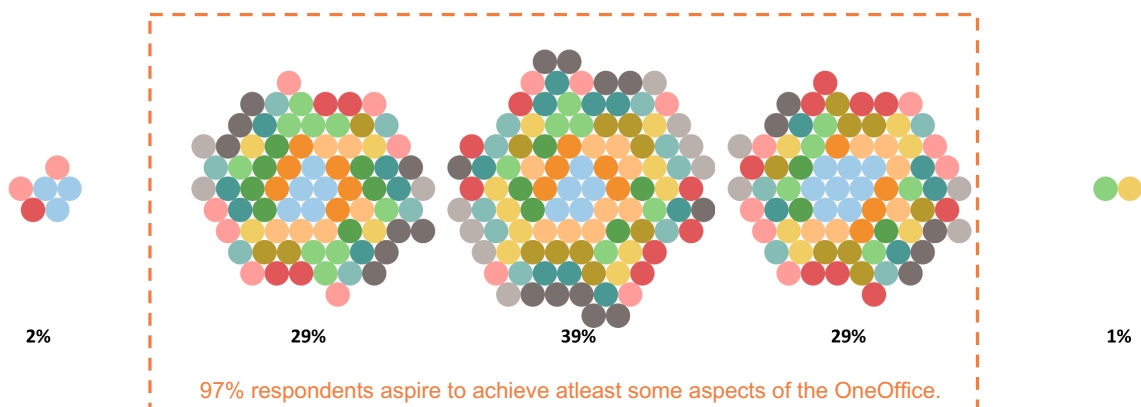
continuous learning) harnesses the spirit of diversity in Wipro’s workforce, empowering employees to solve problems rather than take orders and to focus on delivering better outcomes for its clients. This also involves enabling Wipro’s talent to adapt to new ways of working—adopting newer behaviors to be more productive members of the community, being more collaborative, and embracing an engineering-first mindset for problem solving and product development.

Wipro recognizes that its talent is the driving force for digital transformation. It has an ambitious program to hire talent in the front end, domain, and technology areas and to scale a π/X-shaped talent pool (who have deep expertise in a few areas but can also lead diverse teams to accomplish broader goals). Reskilling and building digital and next-gen capabilities on-site and locally is a priority for the company. For example, Wipro currently has an employee base composed of more than 70% locals in markets outside India—an indicator that reflects that the company is getting closer to its goal of balancing global reach and local connect. Talent absorbed from key acquisitions and mergers will play a significant role in the ability to build out service offerings further, as is the case with Capco.

Exhibit 3: Nearly all enterprises aspire to achieve some elements of the OneOffice

What is your organization’s current aspiration to achieve the OneOffice?

None – we do not plan to move to a OneOffice We aspire to achieve the OneOffice We aspire to achieve most concepts of the OneOffice We aspire to fully achieve the OneOffice Don't know



Source: 252 C-level executives across the Global 2000 enterprises, HFS Research, 2020

Wipro's new strategic priorities under Thierry: Something old, something new

The pandemic forced many enterprises to re-evaluate their digital strategies in 2020. We've been talking about all things digital for over a decade now. The market forces were already pushing every industry vertical forward on digitally driven business models with innovations and investments from digitally native competitors that were fundamentally disrupting business-as-usual in line with rising customer expectations. The last year has had a two-step effect:

1. It forced companies to distill their absolute "have-to-have" capabilities that drive customer value.
2. It accelerated the pace of business transformation; many industries had no choice but to adapt.

Enterprises quickly put anything "nice-to-have" on the back burner as they strove to focus on investing only in areas that would help them to be successful in this radically altered environment. Our recent research shows digital transformation, core product and services innovation, and insulation from volatility are emerging as the biggest strategic initiatives for enterprises to re-focus efforts well past the pandemic. In our recent study of 150 enterprise leaders, 93% reported focusing on a more limited set of "have-to-have" technologies—with clear business-use cases and faster ROI—and dispensed with "nice-to-haves."

In 2021, a business environment is emerging where data dominates business strategy and automation becomes a native competency, ensuring processes run effectively in the cloud to achieve business outcomes that drive growth. AI will emerge as an orchestration capability across these fluid processes as effective digital businesses deliver their products and services much faster, cheaper, and more competitively than they could ever have dreamed of pre-pandemic. Read more in our HFS Vision 2025 research outlook [here](#).

The pandemic economy is similarly impacting the IT and business services needs of the Global 2000. Service providers that hope to survive this era must make a drastic pivot from being support firms to business partners to their clients. Where cost and scalable talent bases were the hallmarks of the first wave of global system integrators' profitability, the future calls for far more business-aligned transformative services.

The traditional services model, built upon input-based commercials to deliver vanilla horizontal services such as IT infra, app support, and business services, is giving way to services that run your borderless, work-from-anywhere business operations in the cloud. Successful cloud-based operations are dependent on deep skills in data science, process design, automation, and, most importantly, business logic and training people to become digitally fluent.

To address modern needs, [Wipro has launched Wipro FullStride Cloud Services](#). FullStride is a core element of its evolving DNA that creates a cadence for the IDEAS and iCORE team to deliver applications, data, and workloads by co-creating with customers in a Cloud Native manner. FullStride encapsulates Wipro's capabilities in process management, technology development & support, and talent augmentation to provide a full stack of skills to support and sustain the organization change of its customers. Whether private, hybrid, or public the cloud will for the basis for connecting Wipro and its customers in new ways to their markets and their customers. Taking "full strides" together on their journey is one of mutual trust, relationship, and support.

Global services firm Wipro is no stranger to the evolving nature of the global IT and business services industry and the rising expectations of enterprise clients. Along with TCS and Infosys, Wipro soared to the top of the early wave of success and profitability in the 1980s and was part of the “Big 3” Indian-heritage service providers. Wipro was a pioneer of Indian IT and had a large role in how global businesses engaged with IT and business services firms over the last 30+ years.

As digital technologies came to the forefront, both enterprises and service providers came to a slow realization that the skillsets, mindset, delivery, and commercial models they needed to meaningfully deliver digital transformation were wildly different from the enterprise technology services of yesterday. Wipro, along with many of its Indian IT peers, struggled to adapt and experienced multiple years of sub-par performance. In FY20, Wipro had grown at 2.7% in reported and 4.1% in constant currency, below most peers facing similar challenges.

Thierry looks at Wipro’s uphill task ahead as an opportunity. In a conversation with HFS, he stated, *“I considered Wipro a company that had lost a little bit of momentum over the last 10 years, and certainly a company that had an untapped potential. I saw a company that was truly global, with a global presence, a brand known in the industry for its ability to connect with clients. But looking at a few metrics in terms of growth, profitability trends and market capitalization trends, it had lagged its peers for a decade. So, for me, quite frankly, it was a unique opportunity to lead an organization that has huge global potential—one with very strong values as a foundation, but also a lot of potential to unleash its capabilities to get back to where I believe it belongs. So, at the end of the day, very naturally, I felt that leading such an organization would be an incredible opportunity for me.”*

What will it take to unlock Wipro’s potential? According to Thierry, the company needed to revisit its strategy and how it translated into the day-to-day mindset and execution of its workforce. Let’s look at the biggest changes Thierry has already put in place that reflect its new strategy.

Re-assessing Wipro’s chosen battlegrounds across markets, sectors, and offerings

With Wipro’s new organizational structure in place, the service provider is poised to double-down on a few chosen areas where it has significant experience and can deliver the most business value. Thierry’s take on Wipro’s strategy is razor-sharp: *“Our strategy is about resetting the ambition, defining where we should go, and increasing the focus in those places. And when I talk about focus, it is really about defining the markets that matter, the places where there are opportunities that require extra focus, as opposed to others that are of less importance. It is about defining the offerings that will drive growth for us, the sectors where we feel we can have an impact and certainly bring us closer to our customers going forward. This is in direct contrast to our offerings of the last IT era, which we often call the legacy business.”*

Wipro’s reassessment of its chosen focus areas follows along three axes:

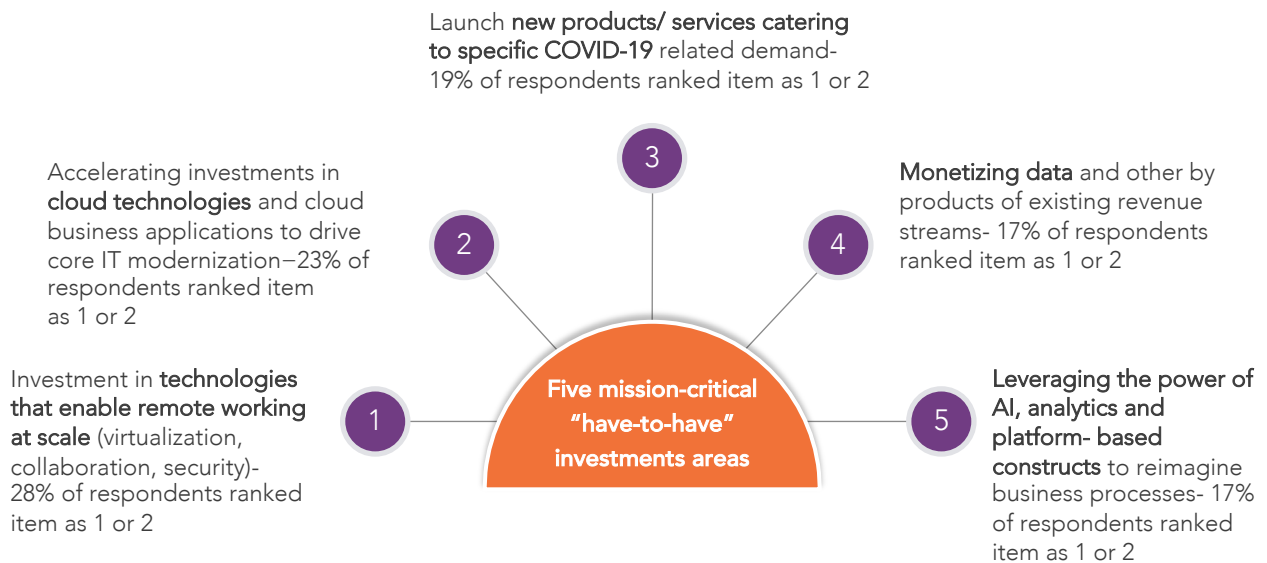
- **Markets:** Within geographical regions, certain countries are more strategic for Wipro. Within APAC, for example, Thierry wants to hone in on Australia and Japan; within Europe, Germany and the UK are top of mind.
- **Sectors:** Over the years, Wipro has earned a respected position within industry verticals, including financial services, insurance, energy and utilities, consumer goods, and manufacturing. The company wants to continue to invest in these industries in alignment with its chosen markets.
- **Offerings:** According to Thierry, *“There is no doubt that we want to grow, deploy, and accelerate our organic growth with acquisitions around our key offerings: cloud, engineering services, data, digital, and cybersecurity. All those areas are absolutely critical to our growth and our impact to the client.”*

Wipro's offerings are certainly in line with how we see client demand shaping up. Going back to the "have-to-have" investment areas that enterprises are doubling down on, as we show in Exhibit 4, our research finds that

clients seek solutions to help them with secure remote working, cloud adoption, data monetization, AI, analytics, and platform-based constructs that can re-imagine business processes.

Exhibit 4: Mission-critical "have-to-have" investments include technologies that enable remote working at scale

Five mission-critical "have to have" investment areas



Source: HFS Research, 2020, 400 executives across Global 2000 enterprises

Redefining the value equation between Wipro and its clients to deliver business solutions

Wipro believes that to get back to the pole position, it must redefine the value equation between itself and its clients and deliver business solutions beyond traditional IT. Clients no longer seek capabilities, pure technology solutions, or even bolt-on capabilities. Instead, they want service providers to solve their business challenges. The current crisis precipitated the shift to online and digital business models globally, across industries and markets, and Wipro's clients are looking for help across the value stream.

- Client needs have changed from a decade ago. The tenets of the value equation have shifted fundamentally from cost, efficiency, and quality to speed, customer experience, and transformation. The earlier tenets are now table stakes.
- Clients who sought discrete services in the past now look for integrated solutions and services. Purchasing power is distributed across C-Suite executives, pressuring service providers to merge business functions and IT organizations like never before.
- Rapid shifts in Wipro's clients' customer behaviors merit a change in the way it creates and delivers value to its clients:
 - They need a forward-thinking, digital mindset to address business challenges and build lasting solutions.
 - Service providers must continually invest in attracting and nurturing diverse talent with skills across multiple industries, technologies, and domains, including

strong interpersonal skills, leadership skills, and influencing skills to drive consensus across diverse cultures and agendas.

- Wipro is accelerating client transformations and helping them achieve tangible economic outcomes. Using its integrated solutions, strategic investments, and partner ecosystems, the business is on a mission to provide targeted, differentiated customer experiences.

The Capco acquisition is a clear indication that Wipro recognizes the need to evolve to match the changing landscapes of both the IT services industry and global business at large. At \$1.45 billion, the acquisition is the largest in Wipro's history and is considered a strategic enabler of their growth strategy. Capco brings to Wipro global BFSI and energy market expertise, in a projected high growth market. For Capco, Wipro offers the chance to scale its reach into new markets, while bolstering its capabilities with Wipro's technology and IP assets.

Significantly, the onboarding of Capco's experienced consultative talent could prove to be the decisive factor in how Wipro defines a full-spectrum service offering. By leveraging Capco's deep-domain expertise and consultative nous, Wipro can better substantiate end-to-end services and solutions—from strategic ideation to implementation—for FS and energy clients. Full integration that results in client-focused outcomes across entire value chains may prove to be a winning equation for enterprises needing to embark on radical programs of transformation, and at speed. Ultimately, the acquisition will provide valuable lessons in how a rigorous M&A strategy may contribute to Wipro's growth in key SMUs and verticals.

Wipro's raison d'être around philanthropy continues to shine through in pandemic times

Thus far, we've gone over many changes and new strategic priorities that Wipro is implementing under Thierry's leadership, but its core values endure and resonate strongly

with its new CEO. Clients and the broad technology and business services community appreciate Wipro's purpose-driven culture and philanthropic heritage, which Wipro outlines in Exhibit 5. In fact, the Azim Premji Foundation owns 67% of the company's economic interest—unique for a company with a \$35 billion market capitalization.

Exhibit 5: Wipro is on a mission to build a better world

Building a better world

We believe business fuels our purpose, and purpose fuels our business. That is why 67% of Wipro's economic interest is owned by the Azim Premji Foundation.

Social Responsibility

Work on issues of deep systemic

Education

Work on issues of deep systemic reform in India's education ecosystem. Over 54,000 children reached through First Book Partnership.

Community Care

Work on long-term disaster rehabilitation and issues of health, children with disabilities, education, and the environment.

Advocacy & Public Policy

Shape policies by engaging with government, NGOs, and industry networks.

Business Responsibility

Ecological Sustainability

Minimize Wipro's internal footprint re: energy, water, and waste. Wipro has prevented 425,000 tons of CO2 from entering the atmosphere over the past 5 years

Workplace Sustainability

Promote employee diversity, empowerment, and continuous learning.

Customer Stewardship

Provide products and solutions that enable customers to become greener.

Supplier Sustainability

Collaborate with suppliers to help them become more sustainable.



World's Most Ethical Companies by Ethisphere Institute for the 9th successive year, 2020

Member of Dow Jones Sustainability Indices

Powered by the S&P Global CSA

Member of the Dow Jones Sustainability Index (DJSI), World and DJSI Emerging Markets Index for 11th year in a row



Source: Wipro, 2021

Wipro's response to COVID-19 has been highly commendable. Like most global service providers, it mobilized its workforce to adapt to remote working in a short timeframe and minimized any business disruptions for clients in the early days of the pandemic. But Wipro has gone above and beyond with its response to the needs of the communities it serves, helping battle the global healthcare crisis in several ways:

- Training 30,150 health care workers and frontline personnel;
- Distributing over 5.1 million surgical masks;
- Serving 3 million meals to migrant workers during the lockdown in India;
- Converting one of its delivery centers into a 450-bed COVID-19 hospital in a matter of weeks;
- Coordinating response activities in over 70 countries.

The pandemic has no doubt accelerated digital initiatives and prompted the search for a new wave of cost-reduction for many firms.

Simultaneously, it is changing our business philosophy to value not just profits—but profits with a purpose—and to improve broader stakeholder experiences. In our recent C-level survey, we found that 39% of C-level executives consider profits with a purpose as a top-three sentiment within their firm, with a quarter of them considering it their #1 rank sentiment (see Exhibit 6).

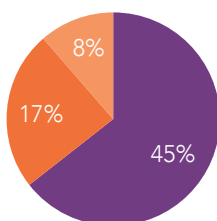
One of Thierry's earliest impressions of Wipro as he interacted with its board was its philanthropic values. According to him, to grow a brand, you really need to combine strong values with strong performance. He recounts his first few meetings: *"I had conversations with Founder Chairman Mr. Azim Premji and Chairman Rishad Premji. It was at this moment I felt how unique a company Wipro really is; I don't know any other company that has such a sense of purpose, one where it is not only about delivering the numbers, but a much broader ambition to help improve the societies we exist within. The fact that this is a company channels 67% of its profit into philanthropic activities is very much talking to my view of what capitalism should be."*

Exhibit 6: Enterprises are evaluating profits with a purpose that goes beyond pure financials

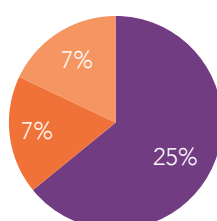
Which of the following statements most accurately captures the current sentiment for your organization?

Percentage respondents that ranked these statements among their Top 3 sentiments

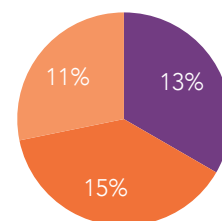
"We need to accelerate digital initiatives as COVID-19 becomes the burning platform to change"



"We need to drive profits with a purpose that impacts broader stakeholders beyond shareholders"



"We require a new way of cost reduction as we enter a recessionary economy"



■ Rank 1 ■ Rank 2 ■ Rank 3

Source: 150 C-level executives across the Global 2000 enterprises, HFS Research, 2020

The Bottom Line: “You win in the market—you do not win internally.” The OneWipro evolution stands to profoundly impact both customers and employees

Wipro’s clearly on a mission—securing market leadership within global IT and business at a time when the rules of engagement are being re-written. Succeeding in the second inning will be very different from the first, requiring service providers like Wipro to re-orient from providing global IT talent at scale to delivering digitally enabled business solutions.

The most recent financial performance results show the proof of the pudding, and that Wipro is on the right track. In October 2021, Wipro announced its Q2 FY 2022 results, showing revenue growth of 7.8% in reported terms, well ahead of the top end of its guidance range. This places Wipro’s YoY growth at 28.8%, which is six times the H1 growth seen in the last three years. Thierry remarked in the [earnings call](#), “*The Q2 results demonstrate that our business strategy is working well. We grew at over 4.5% organic sequential growth for a second quarter in a row, resulting in a 28% YoY growth in the first half of this financial year. I thank our customers, partners, and colleagues as we surpassed the \$10Bn milestone of annualized revenue run rate.*”

Ultimately, Wipro’s reinvention will come down to discipline and how fast the company’s culture can pivot and become more tightly integrated internally. For his part, Thierry has done well to swiftly (and remotely) reset Wipro’s delivery organization and set it on a path to present an integrated front to its clients with a renewed strategy.

“

[We have] only one objective. You win in the market—you do not win internally. That is why we are driving a culture of simplicity in the way we run the business. No need to have many, many P&Ls; no need to create groups, subgroups, and many other groups; but making sure that the people that have assets, solutions, expertise, content, are working together and focusing on the same clients. And finally, but certainly not an issue of minor importance, it is all about discipline. It is about the way we are enforcing the discipline inside the organization, and this is absolutely critical—this is the difference between a high-performing business and one that isn’t, frankly.

– Thierry Delaporte, CEO and Managing Director, Wipro

HFS Research authors



Saurabh Gupta

President, Research and Advisory Services

Saurabh Gupta is President, Research and Advisory Services at HFS. He oversees HFS' global research function managing the global team of analysts and operations across US, Europe, and Asia-Pac. He works closely with the CEO to set 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.



Reetika Fleming

Research Leader

Reetika Fleming leads coverage for smart analytics, insurance, and finance and accounting at HFS Research. She studies the broad use of data and analytics within enterprises, with a research focus on emerging strategies to institutionalize machine learning and other AI techniques. Her research extends into the impact of digital business models, IoT, smart analytics, and AI on business process services for insurance specifically, and finance and accounting broadly.



About HFS

Insight. Inspiration. Impact.

HFS is a unique analyst organization that combines deep visionary expertise with rapid demand side analysis of the Global 2000. Its outlook for the future is admired across the global technology and business operations industries. Its analysts are respected for their no-nonsense insights based on demand side data and engagements with industry practitioners.

HFS Research introduced the world to terms such as "RPA" (Robotic Process Automation) in 2012 and more recently, the HFS OneOffice™. The HFS mission is to provide visionary insight into the major innovations impacting business operations such as Automation, Artificial Intelligence, Blockchain, Internet of Things, Digital Business Models and Smart Analytics.

Read more about HFS and our initiatives on:

www.hfsresearch.com or follow

[@HFSResearch](https://twitter.com/HFSResearch)