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**MARKET IMPACT REPORT**

**Democratizing GenAI:  
A reality check for  
business transformation**

Five key insights from enterprise leaders on  
navigating the GenAI revolution

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## Foreword

In the immortal words of the famous science fiction writer Arthur C. Clarke, “The only way to discover the limits of the possible is to go beyond them into the impossible.” In the age of GenAI, let innovation be our compass, guiding us through the waves of change and propelling us toward a future where our enterprises thrive.

GenAI is not merely another technological trend; it's a cultural wave sweeping through organizations, fueled by enthusiasm at every echelon. The imperative to embrace this transformative force is multi-dimensional, driven by grassroots zeal, heightened customer expectations, C-suite mandates, and societal influences.

As organizations prioritize internal improvements and productivity gains, we must be cautious not to neglect the additional value levers that GenAI offers, such as market expansion, innovation, and revenue growth. The GenAI journey is not just about doing things more efficiently; it is about reimagining what is possible and charting a course toward sustainable success.

Democratizing access to AI is at the heart of GenAI's revolutionary potential. It marks the dawn of enterprise-wide adoption, demanding an overhaul of decision-making structures. The shift from hierarchical models to more inclusive, flatter structures is inevitable.

We must balance great expectations with grounded realities. Remember, GenAI is a tool for innovation, not a panacea. Setbacks are not roadblocks but stepping stones, and our focus must be on long-term benefits for customers, not tech-driven detours. Realistic expectations are our compass in this journey, guarding against overestimation and disillusionment.

I invite you to delve into the rich insights presented in this report, a culmination of thoughtful conversations with executive leaders across diverse industries. These conversations offer a panoramic view of how GenAI is reshaping our business landscape and the strategic considerations we face in embracing this technology.

As we navigate the Gen AI revolution, let us do so with a spirit of innovation, adaptability, and a commitment to excellence. The future belongs to those who seize the opportunities presented by GenAI and shape their destinies in this era-defining journey. Together, let us shape a future where possibilities are limitless.

Keshav R. Muruges

Group CEO, WNS

Past Chairman, NASSCOM (National Association of Software and Service Companies)

As Ray Kurzweil's prophecy that by 2029 AI will pass a valid Turing Test and draw level with human intelligence appears less improbable, it's vital we take a *reality* check to balance fantasy with reality.

People are bringing generative artificial intelligence (GenAI) tools into their enterprises in a similar fashion to the way Apple Macs were submerged into enterprise environments... employees *demand* superior technology when it raises the quality of their work and their personal experiences. Savvy corporate leaders will support tech investments when they see how the improved experiences stimulate employee morale, and their improved knowledge and passion result in better competitive performance.

The tech world must convince people how amazing the experience is to *them*, genuinely demonstrating how they can immerse themselves in new technologies that improve their daily lives.

As our research study we conducted with the support of WNS reveals, AI's *predictive* capabilities and ability to *personalize at scale* are key:

- **Predicting with precision.** The “prediction” theme emerges as the most popular and brings to the forefront use cases that deploy AI to anticipate, forecast, and devise estimations, playing a crucial role in strategic planning and decision making.
- **The age of “me.”** Personalization also dominates. Forget one-size-fits-all; we're in the era of AI-driven, tailor-made experiences. The eminent theme of “personalization” has emerged as a dominant application area, underlined by use cases that harness AI to tailor experiences, content, and solutions.
- **Value isn't all about productivity.** Productivity improvements must be augmented by prediction and personalization if they are going to drive real impact for enterprises. The legacy mindset of simply driving out cost as the core imperative has to change to a value mindset.

Net-net, the development of GenAI is demonstrating an unparalleled compression of innovation cycles we've never before seen. Yet, all those headline-grabbing reports on enterprise adoption are focused on capabilities (and sales ambitions) rather than the critical issues of integration and governance. Therefore, we urgently need to learn more about the *real* experiences from the early deployments to drive more nuanced and relevant discussions. This study should go some way to separating the reality from the theory as GenAI's potential unravels before our very eyes.

Cheers,  
Phil Fersht

## Executive summary

Generative AI is making waves across everything from content creation to software development. Its potential to revolutionize work across industries and domains is akin to the transformative impact of the emergence of the cloud, the internet, or a smartphone.

As we step into 2024, we are on the cusp of witnessing a widespread adoption of GenAI by businesses across the board. However, as the technology matures, the spotlight is transitioning from GenAI's initial emphasis on efficiency and productivity toward achieving profitable growth and unlocking new value.

To better understand this shift and gain insights into the enthusiasm and concerns among business leaders, HFS Research, in partnership with WNS, conducted interviews with 15 executive leaders across seven industries. These interviews provide valuable perspectives on how GenAI is reshaping the business landscape and the strategic considerations organizations grapple with as they embrace this technology. Furthermore, we have captured some of these interviews in [our videocast series](#), allowing you to delve deeper into these conversations.

## Key insights from our conversations

1

**The rapid growth of GenAI caught most enterprise leaders off guard, sounding a call for enterprise leaders to remain vigilant.**

GenAI's arrival, with its unique ability to span industries, was not a shock but a confirmation of the ongoing AI journey. While GenAI's arrival was not unexpected, its rapid growth caught most off guard, emphasizing the need for enterprises to remain vigilant and shake off traces of complacency.

2

**GenAI isn't just another tech trend; it's a cultural wave that's taken root faster than wildfire, and the pressure to adopt is hitting enterprises from all angles.**

The excitement around GenAI is not limited to tech enthusiasts or IT departments; it has permeated every layer of organizations and beyond. The pressure to adopt GenAI is multi-dimensional, stemming from grassroots enthusiasm, heightened customer expectations, C-suite imperatives and fears around missing out, and societal influences.

3

**Enterprise leaders prioritize internal improvements and productivity, often putting additional value levers on the back burner.**

Amid the fervor surrounding GenAI, enterprise leaders often find themselves navigating internal waters. Prioritizing productivity enhancements is common as organizations strive for operational efficiency. However, there's a potential pitfall in this approach. The additional value levers GenAI offers, such as market expansion, innovation, and revenue growth, are being relegated to the back burner.

4

**Enterprise leaders recognize that GenAI is democratizing access to AI, marking the dawn of enterprise-wide adoption. However, it demands an overhaul of decision-making structures.**

The emergence of GenAI ushers in an era where AI becomes an enterprise-wide capability available for every business function. While this democratization of AI is an exciting prospect, it requires an overhaul of traditional organizational models.

5

**Navigating the GenAI revolution across industries requires balancing great expectations with grounded realities.**

Amid widespread excitement about GenAI adoption, industries face a common challenge: setting realistic expectations regarding GenAI's capabilities and limitations.

## The rapid growth of GenAI caught most enterprise leaders off guard, sounding a call for enterprise leaders to remain vigilant

GenAI has stood apart from other recent innovations in technological innovation for its ability to leap across any industry and business function. The progress in GenAI has been remarkable, with capabilities expanding exponentially over the past year. While its arrival on the scene may seem sudden, it was, in fact, the culmination of years of dedicated effort and anticipation.

Out of 15 leaders interviewed, 11 indicated they anticipated the emergence of GenAI. For many, it represents the culmination of decades of research and development in artificial intelligence. This transformative technology represents the fruit of a long and arduous journey.

“Technology has moved along on a continuum, and what may appear instant is often the result of decades of hard work that suddenly manifests as a breakthrough. This has been the journey of AI.”

—Sandeep Sacheti, Executive Vice President of Customer Information Management & Operational Excellence, Wolters Kluwer

“I wasn’t really surprised by the arrival of GenAI. What did surprise me, though, was how people reacted to it. Many seemed anxious, possibly because they didn’t fully comprehend what we were dealing with. The fear of the unknown seemed to drive their response.”

—Claus Rose, Senior Executive and EHS SMO Leader, GE Vernova

However, while GenAI’s arrival was not surprising, the rapid wave of advancements and adoption in 2023 caught many leaders off guard, prompting a reassessment of their level of preparedness. Claus Rose, Senior Executive and EHS SMO Leader at GE Vernova, noted, *“I was surprised at how quickly things moved in the last four or five months. So, I would say we had the upper hand for what we prepared for, but were we fully prepared? No.”*

While GenAI’s arrival may not have been a shock, its rapid growth and transformative potential should not be underestimated. The danger lies in becoming complacent—assuming that GenAI’s capabilities are fully understood or out of reach. Complacency can hinder organizations from unlocking GenAI’s full potential and exploring its applications. Leaders must stay proactive, remain attuned to technological trends, continuously evaluate their strategies, and embrace innovation as an ongoing imperative.

# GenAI isn't just another tech trend; it's a cultural wave that's taken root faster than wildfire, and the pressure to adopt is hitting enterprises from all angles

In the race to adopt GenAI, the pressure is mounting from all sides, creating a transformative cultural shift within organizations. Enterprise leaders face a multi-faceted pressure to adopt GenAI, stemming from C-suite fears over missing out, grassroots employee enthusiasm, heightened customer expectations, and the pervasive influence of social circles (see Exhibit 1).

## FOMO strikes C-suite

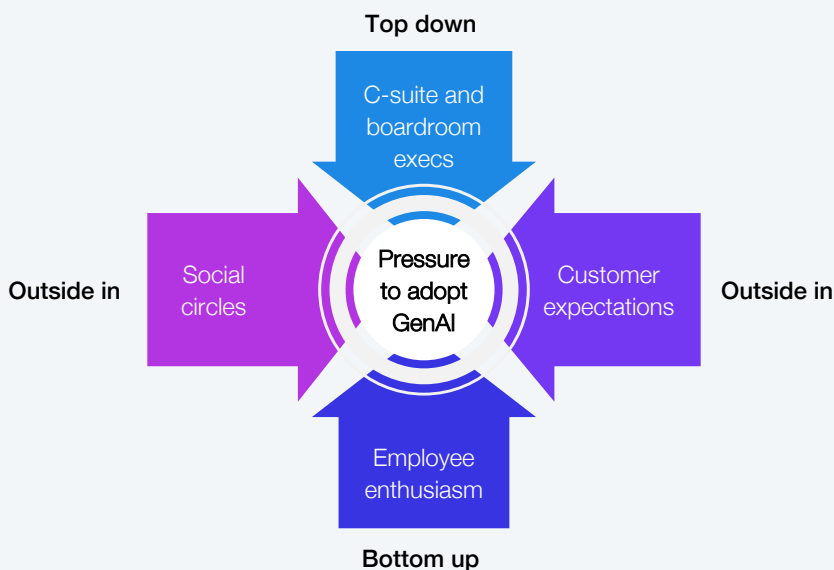
At the helm of organizations, C-suite executives are experiencing pressure to adopt GenAI rooted in their “fear of missing out” (FOMO). As GenAI rapidly rises to the top of their priority list, fueled by market and competition adoption, they perceive it as an opportunity to gain a

competitive advantage. A global social technology company leader noted: “It’s largely a matter of older individuals occupying boardrooms and CEO positions, driven by the fear of being left behind.”

## Grassroots employee enthusiasm

Many respondents see GenAI as a cultural shift unfolding at the grassroots level of organizations emanating from employees. As GenAI democratizes access to AI, employees are rapidly witnessing the tangible benefits of GenAI in their daily work and embracing it with open arms, exerting pressure on organizations to adopt and build guardrails.

**Exhibit 1: The pressure to adopt GenAI comes from grassroots employee enthusiasm, customer expectations, C-suite executives, and external social influences**



Source: HFS Research, 2024

Sandeep Sancheti, Executive Vice President of Customer Information Management & Operational Excellence at Wolters Kluwer, best captures this enthusiasm, noting, *“The cultural shift is taking place at the grassroots level. Each individual is gaining access to it, not necessarily for themselves yet, but because they are observing their kids at home and thinking, ‘I better get exposed to it.’”*

## Customer expectations fuel the fire

Beyond the confines of the organization, consumer expectations play a pivotal role in pressuring businesses to embrace GenAI. Consumers have experienced the convenience and benefits of AI in their personal lives, setting a high bar for what they expect from businesses. They now demand similar experiences in their business interactions, translating to a growing expectation for GenAI integration.

Huw Marshall-Jones, Director of Global Finance Strategy and Transformation at Walgreens Boots Alliance, states, *“As consumers experience AI in their personal lives and see the benefits it brings, they expect similar experiences in their business interactions.”*

## Social circles fan the fire

Beyond the workplace, there’s external pressure from social circles, friends, and family. GenAI is not confined to boardroom discussions; it has become a common topic of conversation in everyday life. Sandeep Sancheti notes, “GenAI is as popular as my nearly 80-year-old dad is discussing it, and even a three-year-old kid is talking about it... It’s putting pressure on me to embrace it.”

This cultural phenomenon has permeated discussions at every level. These external influences amplify the pressure for GenAI adoption internally, creating a network effect that extends far beyond the boundaries of the corporate world.

In this rapidly evolving landscape, the urgency to embrace GenAI is undeniable, and hesitating to do so could leave organizations at risk in the midst of this transformative cultural wave.

# Leaders prioritize productivity, often putting other value levers on the back burner as GenAI matures

The sudden focus on GenAI's power and potential marks a shift in how enterprises think about AI. We are shifting from uneven adoption of AI across industries and functions to GenAI, and AI is being considered across all. While the technology has undergone significant evolution in the past year, it is essential to note that its journey to maturity is a work in progress.

Many enterprise leaders remain in the early phase of exploration and piloting capabilities. Across industries, we found that industry leaders are taking a pragmatic approach to adoption and focusing on internal improvements and productivity gains (see Exhibit 2). This approach is rooted in the belief that organizations can build the confidence needed to expand their offerings to clients and explore additional avenues of value by fortifying their internal operations.

## Exhibit 2: Industry-specific applications and use cases compiled from interviews

Pharmaceutical and healthcare	<ul style="list-style-type: none"><li>• Driving lead generation and image customization in commercial sectors</li><li>• Contributing to research and development, including drug discovery, protein folding, molecular structures, and regulatory compliance</li><li>• Automating tasks, covering routine and innovative activities like maintenance, support, and complex ecosystem automation</li><li>• Serving as a digital co-pilot, providing back-office support, answering queries, onboarding users, and performing tasks within self-service platforms, with plans to expand its reach beyond internal users to serve healthcare providers and patients</li></ul>
High-tech, information services, and software	<ul style="list-style-type: none"><li>• Optimizing internal processes, improving operational efficiency</li><li>• Adding value to existing products and services by creating wrappers, enhancing offerings for customers</li><li>• Leveraging existing data to develop novel solutions and designs</li></ul>
Automotive and industrial	<ul style="list-style-type: none"><li>• Serving as a co-pilot for back-office environment; handling back-office tasks like administration, inventory management, and data entry; freeing up human resources; and improving operational efficiency</li><li>• Providing data modeling and generating reliable answers</li><li>• Supporting real-time data analysis; enabling organizations to collect, process, and analyze data as it occurs; facilitating quick decision making and process optimization</li></ul>
Water and utilities	<ul style="list-style-type: none"><li>• Assisting customer service representatives in contact centers to</li><li>• Recording and transcribing live customer calls, generating summaries that are integrated into the customer relationship management (CRM) system</li><li>• Automating administrative tasks, improving productivity by serving as a back-office co-pilot, freeing employees for more strategic roles</li></ul>
Banking, financial services, and insurance	<ul style="list-style-type: none"><li>• Automating content creation; generating reports, policy documents, and marketing materials; streamlining content production; and ensuring accuracy and consistency</li><li>• Conducting rapid and accurate document searches, retrieving specific information, and supporting document review processes, saving time and reducing errors</li><li>• Assisting underwriters in risk assessment and decision making, providing insights and recommendations to enhance risk management</li></ul>

Source: HFS Research, 2024

As the IT director of a global banking and financial company noted, “GenAI is currently in its maturation phase, and our primary focus is harnessing its potential to enhance our internal operations. This approach builds our confidence and ensures we can provide dependable and robust products and services when we introduce them to our customers.”

Furthermore, for some respondents, the emphasis on productivity serves as a strategic way to introduce GenAI within the organization while alleviating existing concerns about job security. As aptly put by Sunith Roy, CTO of Core Platform Engineering at Chubb, “So far, productivity is a less destructive way of introducing the technology.”

## Enterprises are prioritizing internal improvements to gain confidence in GenAI use cases

The sentiment across the board has been that focusing on internal improvements gives enterprises more confidence to expand to clients and explore value levers beyond productivity gains in the near future. However, within more regulated industries like finance and insurance, the focus on productivity and internal improvements remains a long-term priority.

While focusing on internal improvements remains vital for building confidence—particularly in more regulated industries—keeping value levers beyond productivity and internal improvements at the forefront is equally essential, as an exclusive emphasis on productivity can lead to a narrow and short-sighted approach that neglects the broader value levers of GenAI applications.

## GenAI democratizes access to AI, marking the dawn of enterprise-wide adoption and demanding an overhaul of decision-making structures

By far, the most cited transformational capability of GenAI is the ability to empower the democratization of access to advanced technology and applications that had once been siloed within a thin slice of the workforce.

With its ability to permeate every facet of an enterprise, extending support to every employee, GenAI signifies a pivotal moment where AI evolves from being a technology confined to specific use cases into one that shapes the essence of the modern enterprise.

“At the grassroots level, a significant cultural shift is happening where ChatGPT has effectively democratized AI, data science, and machine learning. Even employees who aren't programmers or computer scientists are now accessing and observing these technologies, often inspired by their children using them at home.”

—Claus Rose, Senior Executive and EHS SMO Leader, GE Vernova

### GenAI's democratization requires shifting from traditional hierarchies to a flatter, more inclusive structure

As GenAI democratizes AI across the enterprise, leaders note that distributing GenAI's power and capabilities requires a change in organizational models. Traditional organizational structures, characterized by centralized decision making at the top, may no longer be suitable in this evolving landscape. Instead, a more inclusive, flatter model emerges, where decision-making power concerning AI applications and other critical aspects is distributed across the organization. In this new paradigm, teams and individuals closer to specific use cases gain the authority to make AI adoption and implementation choices, pushing decision-making power closer to the customer and potentially eliminating the need for many middle management layers.

“We must depart from the traditional hierarchical approach that has characterized many companies for the past hundred years. This marks a significant shift toward democratization...Looking ahead a decade, we anticipate a transition to brutal democratization combined with strong central orchestration, with the intermediary stages fading away.”

—Rickard Wieselfors, VP and Head of Enterprise Automation and AI, Ericsson

Ultimately, the aim is to harness AI to empower individuals to excel in their roles independently, potentially transforming workflows and reducing the reliance on hierarchical management and supervision, fostering a collaborative approach to AI integration and business operations.

As Rickard continued, to enable democratization, it's critical to have a strong central orchestration that plays a role in coordinating, overseeing, and facilitating the decentralization of decision-making power. This central orchestration, whether led by AI systems, the CIO, or the CEO, acts as the linchpin, enabling the decentralization of decision-making power. Rather than hindering democratization, it

bolsters it by streamlining operations and eliminating inefficient middle layers and hierarchies. This approach allows organizations to maintain overall control and coordination while bestowing greater autonomy upon teams and individuals closer to specific use cases, thereby driving innovation and agility.

To harness the potential of this shift toward decentralization, enterprise leaders must reassess their decision-making models and focus on fostering a culture of AI engagement among all employees, regardless of their technical backgrounds, and embrace decentralized decision making as a cornerstone of their organizational strategy.

# Navigating the GenAI revolution across industries requires balancing great expectations with grounded realities

Amid the surge in GenAI adoption and enthusiasm, enterprises are grappling with several challenges. These include concerns about data privacy and quality, navigating evolving regulations, and addressing potential complications related to intellectual property (see Exhibit 3). However, overwhelmingly across industries, one universal challenge that intertwines with all other challenges is the need to set realistic expectations regarding what GenAI can and cannot do.

“People believe that Gen AI can solve everything. It cannot... it’s not going to solve all of our problems. It can be a helping hand.”

—Fausto Artico, Global Head of Innovation and Data Science, GSK

## Exhibit 3: Challenges in GenAI adoption span awareness, expectations, data security, trust, regulations, legacy systems, and organizational direction across industries

Pharmaceutical and healthcare	<ul style="list-style-type: none"> <li>Limited awareness: Lack of awareness of operational documentation availability for GenAI adoption</li> <li>Expectation management: Difficulty in aligning expectations regarding GenAI's impact on efficiency and staffing</li> <li>Data security: Ensuring data security and protecting proprietary information for GenAI adoption</li> <li>Data quality control: Maintaining high-quality data and implementing controls for accurate GenAI outputs</li> <li>Trust building: Establishing trust in AI-generated information during GenAI adoption</li> <li>Learning curve: Overcoming the learning curve when transitioning to GenAI for business applications</li> <li>Regulatory hurdles: Navigating regulatory requirements and compliance</li> <li>Scalability and technical complexity: Dealing with technical complexities and scalability challenges during GenAI adoption</li> </ul>
High-tech, information services, and software	<ul style="list-style-type: none"> <li>Expectation management: The challenge lies in effectively managing stakeholder expectations during GenAI adoption</li> <li>Data quality control: Maintaining high-quality data</li> </ul>
Automotive and industrial	<ul style="list-style-type: none"> <li>Expectation management: Avoiding the belief that GenAI can solve all problems and emphasizing that it complements human abilities but doesn't replace them during GenAI adoption</li> </ul>
Social technology	<ul style="list-style-type: none"> <li>Hype and rushed adoption: Concerns about the hype and rushed adoption of AI</li> <li>Data management and governance: Potential issues related to data management and governance</li> <li>Risk of misinformed adoption: Risk of organizations adopting AI technologies without a clear understanding of their implications, potentially leading to significant costs</li> </ul>
Banking, financial services, and insurance	<ul style="list-style-type: none"> <li>Expectation management: Difficulty in aligning executive expectations regarding GenAI's impact and realities on the ground</li> <li>Operationalizing Gen AI: Challenges related to integrating GenAI into existing workflows</li> <li>Cost-benefit analysis: Considerations of cost-benefit analysis and ROI when adopting GenAI</li> <li>Job security: Concerns about job security for individuals maintaining legacy systems</li> <li>Legacy system complexity: Complexity of legacy systems and hesitancy to modify them</li> <li>AI risks: Risks associated with AI models, including the risk of hallucination</li> <li>Data management risks: Risks associated with data management and the potential exposure of sensitive information</li> <li>Regulatory compliance: Challenges related to explaining the logic and data inputs of GenAI models to regulators</li> </ul>

Sample: Compiled through interviews with enterprise leaders  
Source: HFS Research, 2024

“I’m just a little worried that organizations don’t realize how much support the GenAI solution will require from us humans.”

—Petr Galik, TBS Head of Innovation, Analytics and Automation, Takeda Pharmaceuticals

In discussions with industry leaders, the most significant challenge lies in disappointment if the expectations of GenAI are overly inflated. With nearly a fourth of our respondents believing that GenAI is overhyped due to the expectations of boardroom executives and leaders who may not fully grasp what it is capable of, it is critical for any leader embarking on this journey to manage expectations over the capabilities and limitations of GenAI.

One of the most prominent barriers industry leaders highlight is data quality. Petr Galik, TBS Head of Innovation, Analytics and Automation at Takeda Pharmaceuticals, underscores this: “The quality of data that you use defines the quality of the outcome that you get out of a GenAI project.”

This sentiment resonates across various sectors. Upholding data quality and implementing robust controls are imperative to guarantee the accuracy, reliability, and integrity of GenAI-generated outputs.

## Understanding industry-specific nuances is crucial for navigating GenAI's non-uniform journey

Furthermore, a profound understanding of industry domains and AI’s core capabilities is paramount. Domain-specific GenAI adopts a specialized approach to data analysis and algorithmic computation, resulting in heightened accuracy and reliability within those specific domains. To harness the full potential of GenAI, businesses must fine-tune their models using domain-specific data, thereby enhancing accuracy, reliability, and contextual relevance.

Yet, it is crucial to acknowledge that the GenAI journey is not a one-size-fits-all journey across industries. Regulatory landscapes introduce unique challenges. In sectors like pharmaceuticals, finance, and insurance, strict compliance requirements shape the path of AI adoption. Data security and regulatory compliance aren’t optional; they are legal mandates. Navigating these intricate regulatory waters demands a deep understanding of how AI models work and collaboration with regulatory bodies to ensure alignment.

Conversely, in less regulated industries like information services, automotive, and utilities, the challenge lies in avoiding the allure of hype-driven, rushed adoption. The absence of stringent regulations offers flexibility but requires organizations to establish clear internal direction and address technical complexities effectively.

For many enterprises, the first step in this journey is setting realistic expectations regarding the potential impact of GenAI. Guarding against overestimation and the risk of disillusionment is a crucial task.

## Advice from enterprise leaders on how to capitalize on GenAI

When it comes to capitalizing on GenAI, here's the advice our enterprise leaders had to share:

- **Set clear expectations about what GenAI can and cannot do.** Demystifying GenAI from the outset is crucial, particularly with C-suite executives. Be transparent to ensure everyone's on the same page.
- **Setbacks aren't the end of the world; they're stepping stones on your GenAI journey.** In the world of GenAI, setbacks are not roadblocks; they are stepping stones toward refinement and progress. Learn from failures and keep moving forward.
- **Before diving headfirst into GenAI, ensure your customer compass is pointed in the right direction.** Put your customers at the center, enhance their experience, and watch the value flow. Avoid tech-driven detours and ensure GenAI brings long-lasting benefits for customers.
- **Be prepared to consume AI technology at inflection points and in the business context.** As custodians of GenAI, you should remain flexible and prepared to embrace AI technology at critical moments, ensuring that it fits seamlessly with your evolving business requirements.
- **Your people are your most valuable asset.** Invest in their growth and development over time, and they'll wield GenAI like seasoned pros.
- **Craft an AI-driven transformation roadmap with a well-anchored central team.** They'll steer your ship, ensuring your AI initiatives align with your business goals.
- **Recognize that change management must be steadfastly integrated into your GenAI voyage.** Incorporate change management seamlessly into your GenAI journey to navigate the evolving landscape effectively.
- **Remember, technologies are not solutions.** GenAI is a tool to innovate better, not an answer.

**The Bottom Line:** In the age of GenAI, complacency is not an option. Embrace GenAI's transformative potential with clear expectations, a skilled workforce, and a commitment to customer-centricity for success in this era-defining journey.

GenAI represents a monumental shift in the technological landscape, reshaping industries and demanding a strategic realignment of decision-making models. It is a new cultural wave with profound implications for organizations. The future belongs to those who innovate and reimagine their businesses in the age of GenAI, and complacency is not an option.

## Research authors



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Phil Fersht is widely recognized as the world's leading industry analyst focused on the reinvention of business operations due to technological innovations and the globalization of talent.

He identifies change agents enabling organizations to streamline digital operations, access rapid and critical data to base decisions, and exploit the increasingly available global talent base.



## About WNS

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