HFS TOP 10

HFS Top 10: Retail and CPG Services, 2022

Services shaping retail and CPG in 2021 and beyond

January 2022

PRESENTED BY:
Melissa O'Brien, Research Leader
Tanmoy Mondal, Practice Leader
Mayank Madhur, Associate Practice Leader

Excerpt for Accenture

Retail and CPG firms have seen tremendous changes in the past 18 months. As the pandemic wanes, these industries are experiencing accelerated disruption and convergence, and they have been forced to pivot and shift like never before. Embracing change has made savvy retail and consumer packaged goods business leaders even more ambitious. They rely on their partner network to help tap new business models and create a connected ecosystem to unlock new sources of value.

Melissa O'Brien, Research Leader, HFS

Contents

1 Introduction and definitions

Introduction

- The RCPG (retail and consumer packaged goods) sector is enabling much of the innovation and change occurring across all industries with its products and services while simultaneously pivoting businesses to ensure they remain relevant and competitive. There is immense pressure on established tech firms to become nimbler, while digital natives are expected to stay ahead of the curve. In either case, it takes a substantial ecosystem to achieve success.
- The *HFS Top 10: Retail and CPG Services* report examines service providers’ role in the evolving high-tech industry. We assessed and rated the industry-specific service capabilities of 12 service providers across a defined series of innovation, execution, HFS OneOffice (slide 9) alignment and voice of the customer criteria. The report highlights the overall ratings for all 12 participants and the top 10 leaders for each subcategory.
- This report also includes detailed profiles of each service provider, outlining their overall and subcategory rankings, provider facts, and detailed strength and weaknesses.
- The report focuses on industry-specific capabilities for the high-tech sector, as defined in our RCPG operations value chain. It does not focus on horizontal IT services or BPS (business process services) such as application management or finance and accounting outsourcing, which may be delivered to high-tech clients.

Retail and CPG operations value chain

Retail and CPG					
	Online and mobile operations	**Brick and mortar operations**	**Merchandising and replenishment**	**Supply chain**	**Sales and marketing**
Industry specific (Report focus)	• Omnichannel customer management • Content creation and management • Digital channel management • Order management and fulfillment • User experience and interaction • Billing and payments • Personalization • Customer journey mapping	• Omnichannel customer management • Order management and fulfillment • Payments—authorization and processing • Category and inventory management • Space management • Real estate • Digital optimization • Customer journey mapping	• Vendor data management • Forecasting and demand planning • Inventory and count management • Spend management and analytics • Chargebacks and returns • Pricing support • Data reconciliation • Assortment planning and management	• Planning and forecasting • Sourcing and procurement • Fulfillment • Distribution and logistics management • Distributor management • Visibility and tracking • Asset and inventory management • Master data management • After-sales support • Supply chain analytics • Transportation optimization • Supplier performance analytics	• Campaign management • Loyalty program management • Content design, execution, and management • Trade promotion and deductions management • Brand management • Advertising • Customer segmentation and propensity modeling • Media management • Proximity marketing

Horizontal

Horizontal business processes

Customer engagement • Human resources • Procurement • Finance and accounting • Payroll • Legal and compliance

Horizontal IT processes

Planning, design, and implementation • Application development and maintenance • Infrastructure management • Security

Enabling technologies

RPA • Artificial intelligence • Smart analytics • Blockchain • IoT • Cloud • Mobility • Social media • Augmented and virtual reality • Quantum • 5G

The retail and CPG operations value chain defined (1 of 2)

HFS developed the industry value chain concept to graphically depict our understanding of the processes and functions that specific industries engage in to operate their businesses.

HFS’ industry value chain for retail and CPG operations provides a comprehensive overview of services for the retail and CPG industries. **Industry-specific processes** include the following specific value chain functions:

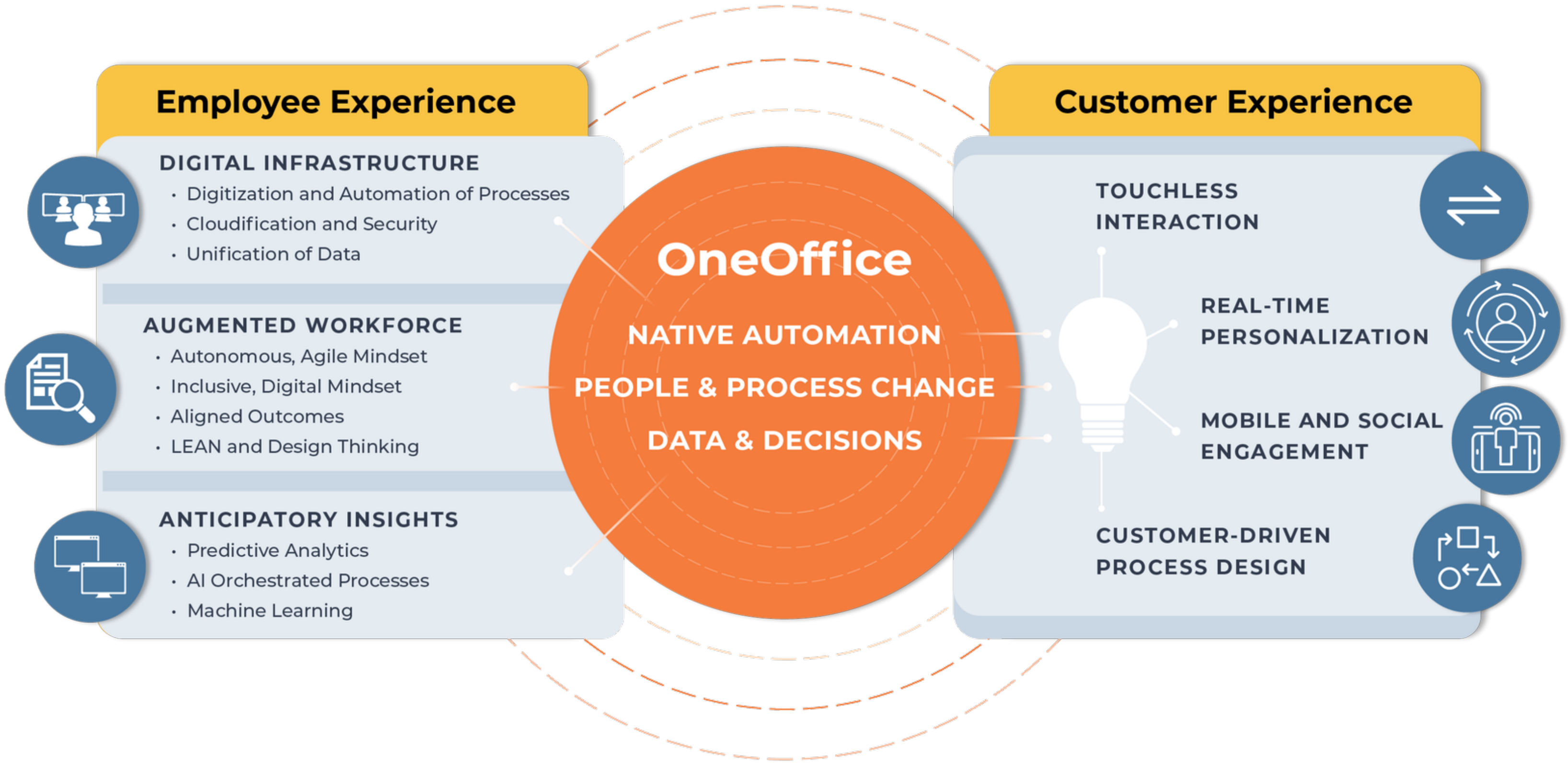
- **Online and mobile operations—**Services focused on the set-up, operations, and optimization of online and mobile retail sales;
- **Brick and mortar operations—**Services focused on the set-up, operations, and optimization of physical retail store locations;
- **Merchandising and replenishment—**Processes focused on the planning and management of inventory;
- **Supply chain—**Various services designed to manage the supply of products or services to be sold through retail channels;
- **Sales and marketing—**Processes focused on enabling the promotion and sale of products and services through retail channels.

The retail and CPG operations value chain defined (2 of 2)

- **Enabling technologies—**So much of the change that is taking place in retail and CPG is driven by enabling technologies, which include elements such as RPA (robotic process automation) and AI (artificial intelligence), and blockchain. We view them as horizontal as they can be used across RCPG enterprises and leveraged for horizontal and industry-specific processes. Our research on these topics will focus on how they are used in retail and CPG, which service providers are bringing them to the table, and what real business impact is being realized.
- **Horizontal IT and business processes—**Enterprises in all sectors have a range of consistent business and IT processes essential to running their businesses but executed similarly regardless of industry. We refer to these as horizontal processes, and we segmented them by IT and business functions on Slide 6. Horizontal business processes include customer engagement and HR. IT processes include application development and infrastructure management. Our industry-specific coverage of these areas will focus on instances where something unique has been developed for the industry, such as cloud-based trade promotion services or personalized offers enabled by IoT beacons (such as proximity marketing). In addition to industry coverage of these horizontal topics, they will also be well covered as part of our functional research dimension.

The HFS OneOffice™—digital transformation in action

The HFS OneOffice™ is our vision for actionable digital transformation. At its heart is the core concept that emerging technologies combined with people, process, and data innovation can break down the silos that limit our success, dissolving barriers between the front and back office to create the only office that matters—OneOffice. It represents a mindset shift to collaborative cross-functional enterprise operations powered by an integrated stack of emerging tech that complements your core, natively automates your processes, enables your employees and customers, and powers your decisions—breaking down your legacy silos in the process.



2 Executive summary

Executive summary

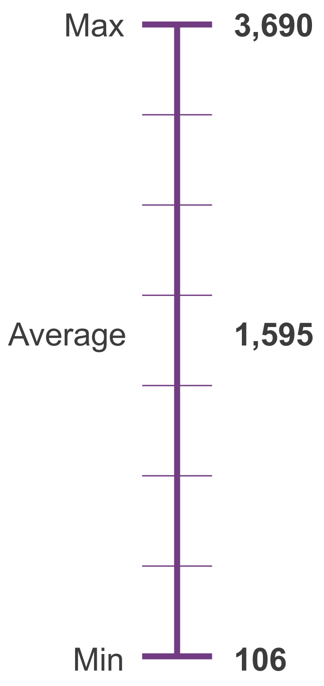
- **Most RCPG services value chain elements are growing, with supply chain, data, modernization, and customer experience (CX) (particularly digital marketing) leading the way.** Retailers have been dealing with a whole new competitive landscape and consumer-expectation set since the pandemic. They've been tasked with rewiring their businesses, and they need help across the value chain—most importantly with supply chain, data, modernization, and customer experience.
- **CX, revenue, and profit are the most important initiatives for RCPG executives.** Customer experience trumps even revenues and profit as the top objective for business operations transformation over the next three years.
- **Talent remains the top challenge and barrier to transformation for RCPG firms.** Retail and CPG firms are challenged to completely re-imagine their workforces to be more diverse, agile, safe, and empowered employees. Talent management is the most significant challenge RCPG firms see going into 2022.
- **COVID-19 accelerated many RCPG trends, including direct-to-consumer (DTC) and e-commerce.** E-commerce spikes have redefined the ecosystem, and DTC is arguably the most significant paradigm shift to influence operating model and ecosystem changes.
- **Sustainability is now a key determinant of brand value.** Retail and CPG firms are advancing their efforts to combine operational efficiency with social and environmental responsibility. Much of this is driven by consumers' expectations. Consumers are much more demanding about the transparency of the brands they patronize, and they are concerned about the impact of environmental, social, and governance factors.

Key service offerings for retail and CPG firms in 2021–2022

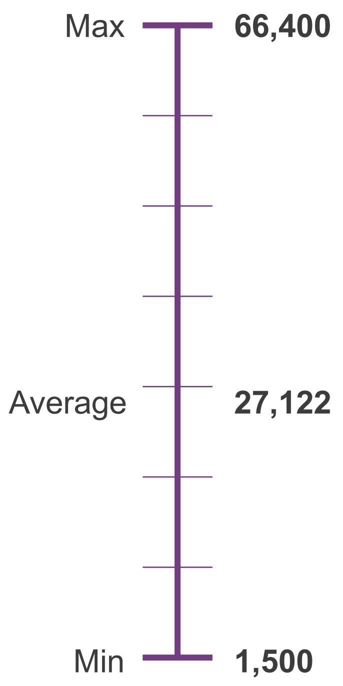
Rank	Offering	Analysis
1	**Connected supply chain**	RCPG firms are more focused than ever on optimizing the supply chain to contain costs and mitigate disruption.
2	**Data and analytics**	As a result of pandemic-induced pressures, RCPG firms have less confidence in accurate forecasting and seek partners' help for more visibility into their operations, supply chains, and customers.
3	**Customer experience**	Customer experience is a top initiative for executives in their quest to stay competitive.
4	**Digitalization and modernization**	RCPG firms are looking to make the most of prior investments to ensure they're pursuing digitalization in the front and back offices.
5	**Digital marketing**	Direct-to-consumer and e-commerce acceleration have made it even more important for RCPG firms to understand their customers and tailor products and messages to their preferences. One piece is the ever-evolving landscape of digital marketing and the opportunities it presents to reach customers in new ways.

Retail and CPG | Benchmarking

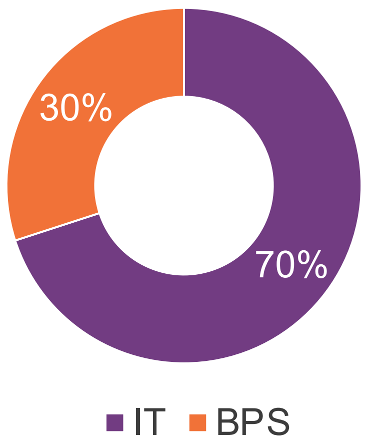
Revenue
In US$ million



Full-time Employee count



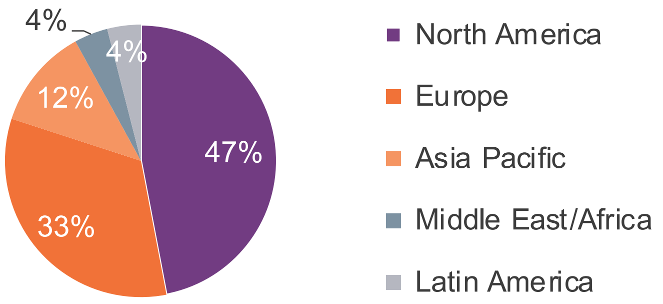
IT/BPS revenues



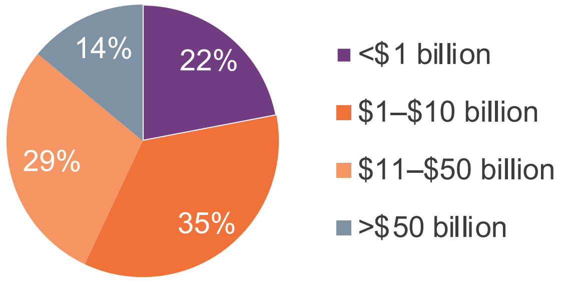
Source: 12 Service providers profiled in 2021 RCPG Top 10

Retail and CPG | Benchmarking

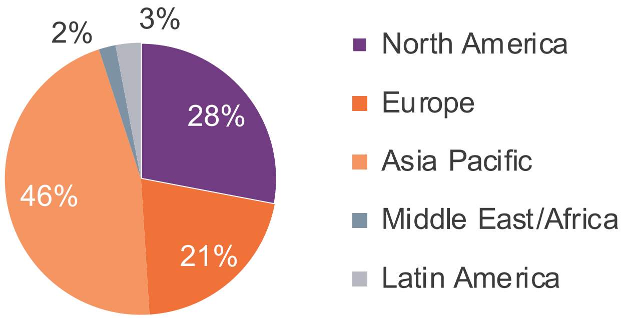
RCPG clients by Geography



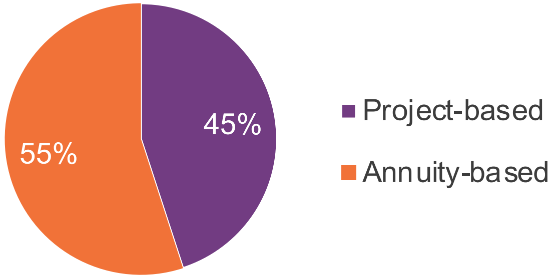
RCPG clients by revenue size



RCPG delivery location by geography



RCPG revenue type breakdown



Source: 12 Service providers profiled in 2021 RCPG Top 10

Retail and CPG services are the most mature, with limited greenfield opportunities

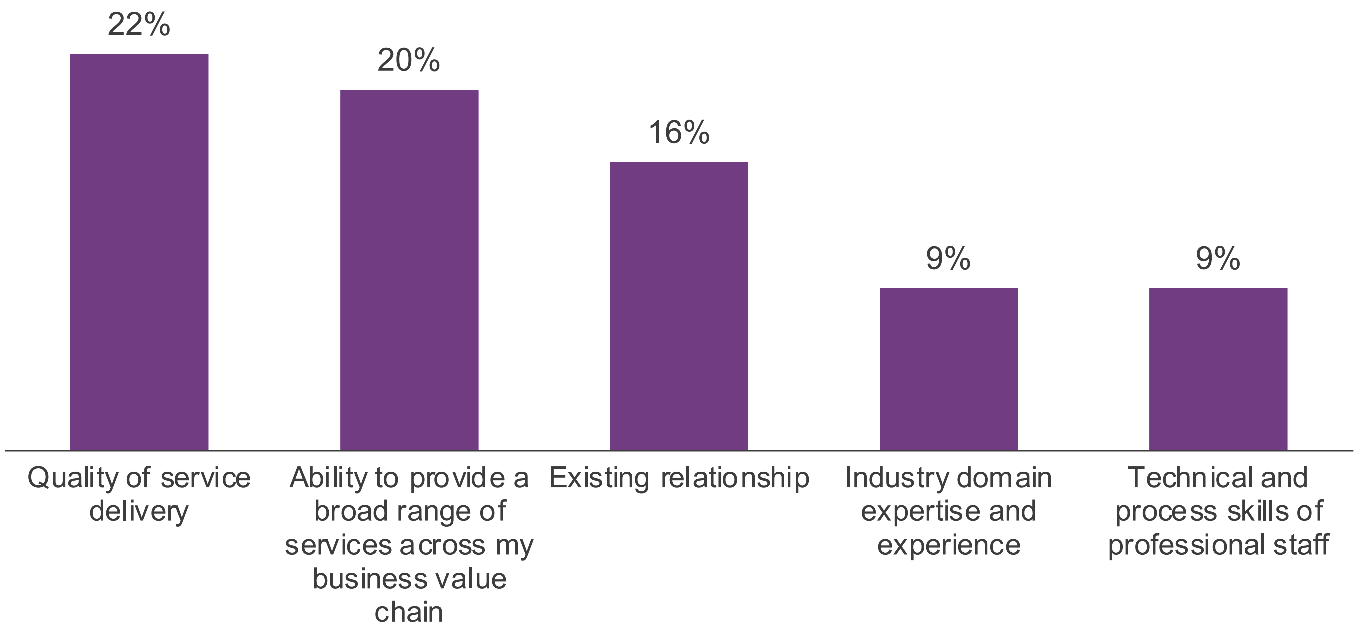
3 = Commoditized | 2 = Competitive | 1 = Under-penetrated

Relative maturity of RCPG-specific services

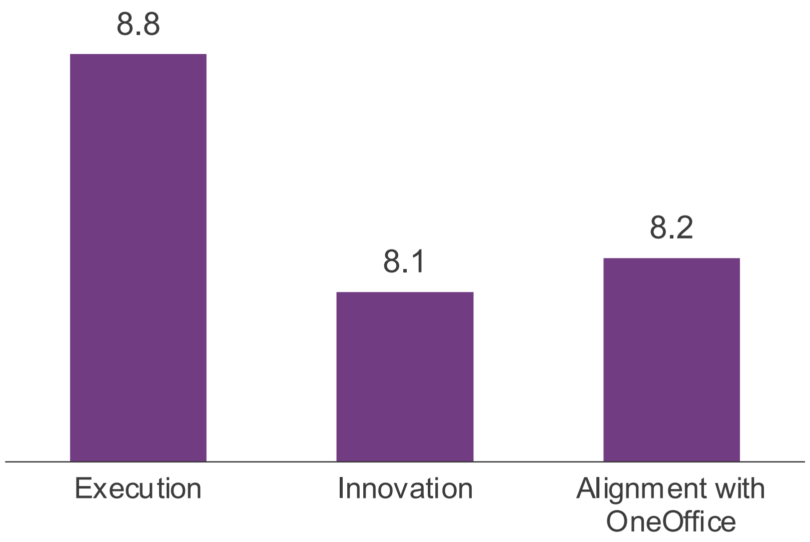
Based on assessment of RCPG offerings of 12 service providers
Source: HFS Research, 2021

Retail and CPG firms pick their service partners based on execution criteria, not innovation potential

What is the single-most important factor when selecting a service provider?
(top five responses)



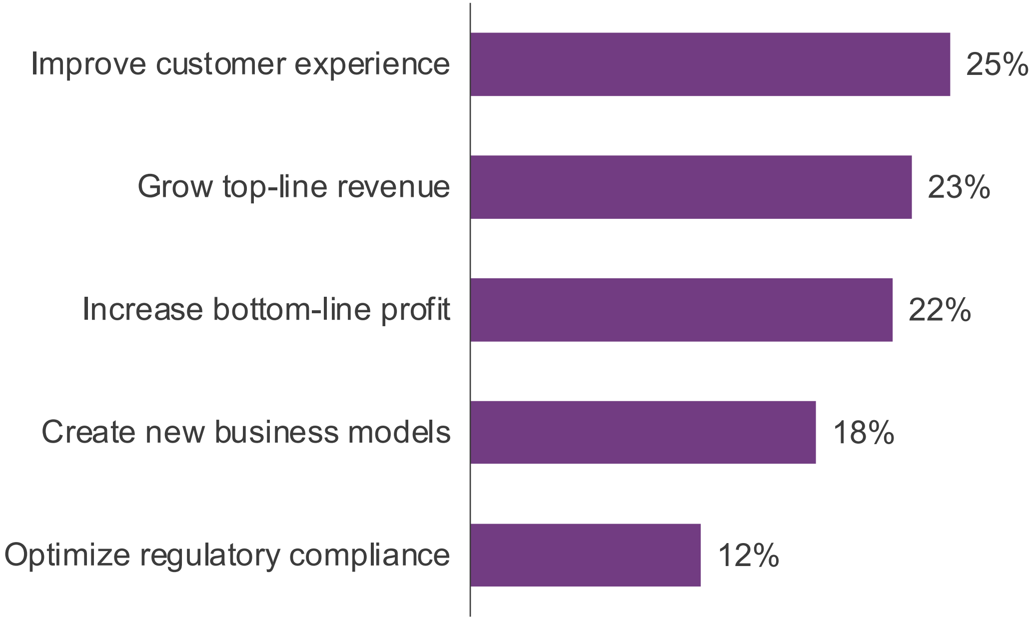
RCPG enterprise satisfaction with their service providers
(1–10 scale)



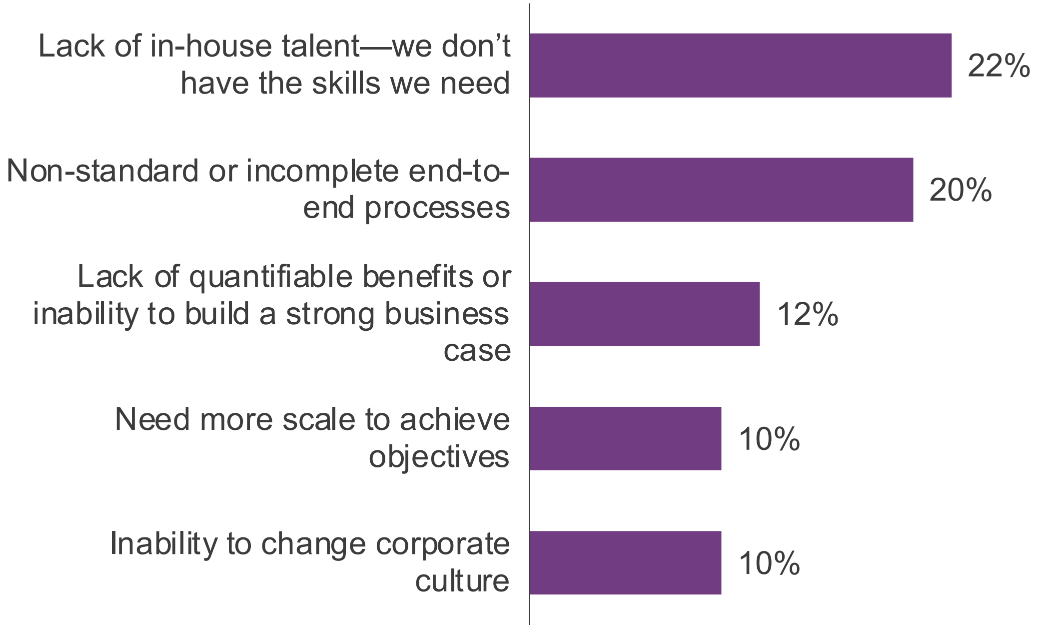
Source: HFS Research 2021
Sample: n = 46

Improving customer experience remains the top-most objective for retail and CPG firms

Please rank the following statements about your organization's objectives for business operations transformation over the next three years.
(rank all the options)



What are the top three inhibitors that are holding you back from achieving your digital transformation objectives?
(top five responses)



Source: HFS Research 2021
Sample: n = 45 RCPG executives

Demand is increasing across the retail and CPG services value chain

- We asked the 12 service providers profiled in this report to assess the change in demand for their services across the RCPG value chain over the past 12 months from +2 (a significant increase) to -2 (a significant decline).
- Demand is increasing across the whole value chain. The fastest growth in demand is for online and mobile operations and metering and supply chain.
- There is standout growth for omnichannel customer management.

Services demand is increasing across the value chain

Online and mobile operations

Average	1.7
Omnichannel customer management	1.8
Content creation and management	1.7
Digital channel management	1.9
User experience and interactions	1.9
Order management and fulfilment	1.9
Billing and payments	1.2
Personalization	1.6
Customer journey mapping	1.8

Brick and mortar operations

Average	1.4
Omnichannel customer management	2.0
Order management and fulfilment	1.8
Payments—authorization and processing	1.5
Category and inventory management	1.7
Space management	0.5
Real estate	0.2
Digital optimization	1.8
Customer journey mapping	1.8

Merchandising and replenishment

Average	1.3
Vendor data management	1.1
Forecasting and demand planning	1.8
Inventory and count management	1.3
Spend management and analytics	1.3
Chargebacks and returns	1.0
Pricing support	1.1
Data reconciliation	1.4
Assortment planning and management	1.1

Supply chain

Average	1.6
Planning and forecasting	1.8
Sourcing and procurement	1.7
Fulfilment	1.8
Distribution and logistics management	1.8
Distributor management	1.4
Visibility and tracking	1.8
Asset and inventory management	1.4
Master data management	1.3
After-sales support	0.7
Supply chain analytics	1.9
Transportation optimization	1.3
Supplier performance analytics	1.4
Inventory optimization	1.8

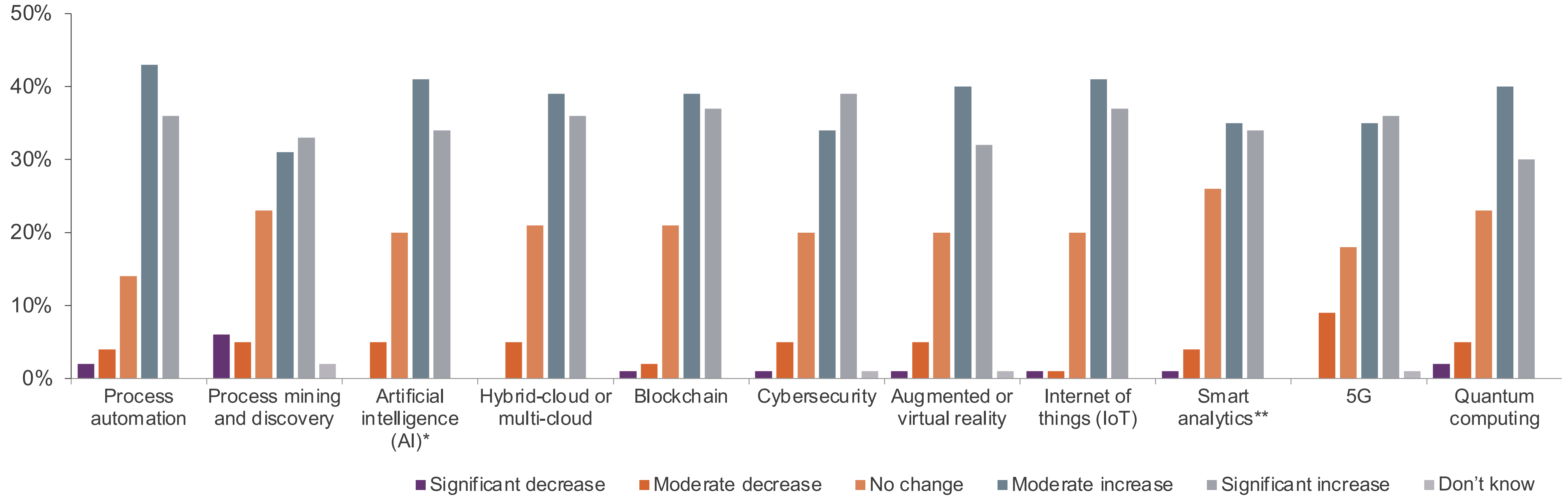
Sales and marketing

Average	1.2
Campaign management	1.3
Loyalty program management	1.1
Content design, execution, and management	1.6
Trade promotion and deductions management	1.3
Brand management	1.2
Advertising	0.5
Customer segmentation and propensity modeling	1.5
Media management	0.7
Proximity marketing	0.6

Source: HFS Research, 2021
Sample: 12 leading RCPG service providers covered in this report

Retail and CPG emerging technology is prevalent across the board

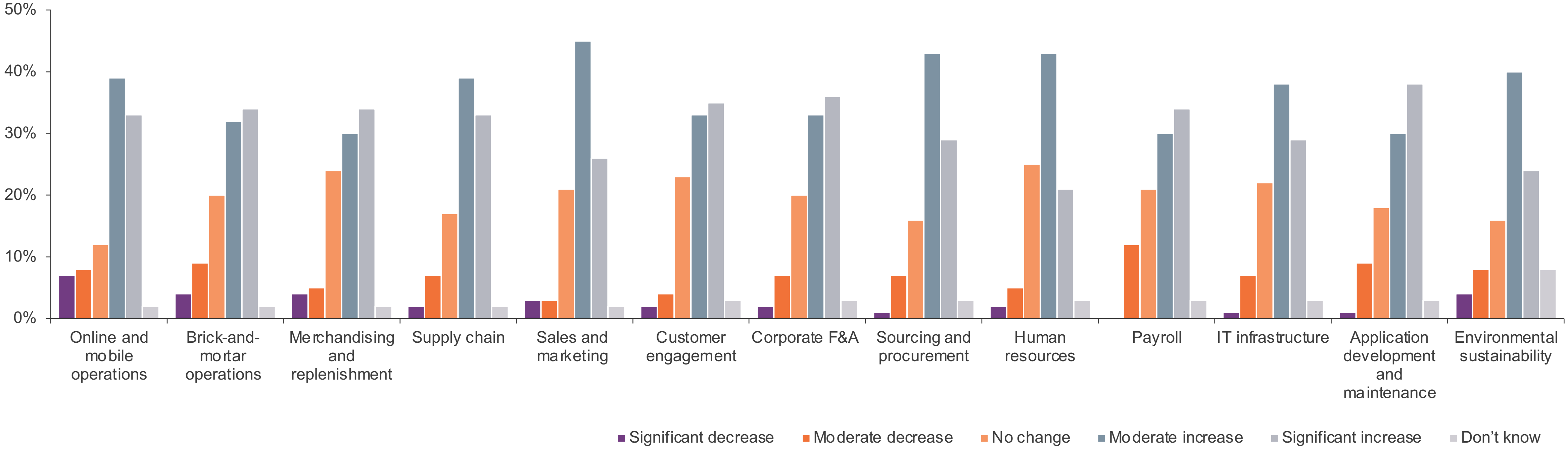
How do you see investments changing for these technologies over the next 12 to 18 months?



*Including machine learning, deep learning, computer vision, NLP/NLG
**Predictive and prescriptive analytics
Sample: 84 Global 2000 RCPG enterprise leaders
Source: HFS OneOffice™ Pulse Study, May 2021

Various factors across the value chain drive emerging technology adoption

How do you expect the adoption of emerging technologies to change across your industry’s value chain in the next 24 months?



Sample: 84 Global 2000 RCPG enterprise leaders
Source: HFS OneOffice™ Pulse Study, May 2021

3 Research methodology

Service providers covered in this report

accenture

Capgemini

Cognizant

genpact

HCL

Infosys®
Navigate your next

Mindtree
Welcome to possible

LTI

tcs TATA CONSULTANCY SERVICES

Tech Mahindra

wipro

WNS

Sources of data

This report relied on myriad data sources to support our methodology and help HFS obtain a well-rounded perspective on the RCPG service capabilities of the service providers covered in our study. Sources are as follows:

RFIs and briefings

Each participating vendor completed a detailed **RFI**.

HFS conducted **briefings** with executives from each vendor.

Reference checks

We conducted **reference checks with 50+ active clients** of the study participants via detailed surveys and phone-based interviews.

HFS vendor ratings

Each year, HFS fields multiple demand-side surveys in which we include detailed vendor rating questions. For this study, we leveraged our fresh from the field HFS Pulse Study data featuring **~290 vendor ratings from enterprises using native automation services.**

Other data sources

Public information such as press releases, and websites.

Ongoing interactions, briefings, virtual events, and other sources, with in-scope vendors and their clients and partners.

How we assessed service providers for this Top 10 study

The study evaluates the capabilities of providers across the RCPG value chain based on execution, innovation, voice of the customer (VOC), and a new criteria in 2021, alignment with the HFS OneOffice model—our vision for digital transformation. Details include

Execution

25%

- **Breadth and depth:** Formalized native automation capabilities and offerings, leadership, domain and functional experience, delivery abilities.
- **Scale of native automation business: RCPG** resources, talent cultivation, geographic coverage, industries covered, number of clients, RCPG revenue and revenue contribution, scale of client engagements.
- **Growth of RCPG business:** Year-on-year revenue growth, client growth, resource growth, RCPG offering expansion.

Innovation

25%

- **Strategy and vision**: Vision for the RCPG business, credibility of growth strategy and roadmap, identifiable investments in strategy, clear articulation of value proposition.
- **Technology innovation:** Cultivation of internal IP, patents, RCPG solution combos, use of best-of-breed partner tech, start-up ecosystem approach, investment in R&D.
- **Co-innovation and collaboration:** Co-development approaches with RCPG clients, co-innovation centers, creative commercial models.

OneOffice alignment

25%

- **Alignment with the HFS OneOffice model:** Ability to help RCPG clients connect the front, middle, and back offices and realize transformation potential.
- **Internal OneOffice alignment:** Vendor's internal alignment with OneOffice.
- **One face to the customer:** Vendor's ability to represent its full capabilities to its clients.
- **Change management and digital fluency**: Formal approach to change management, ability to drive digital fluency internally and externally.

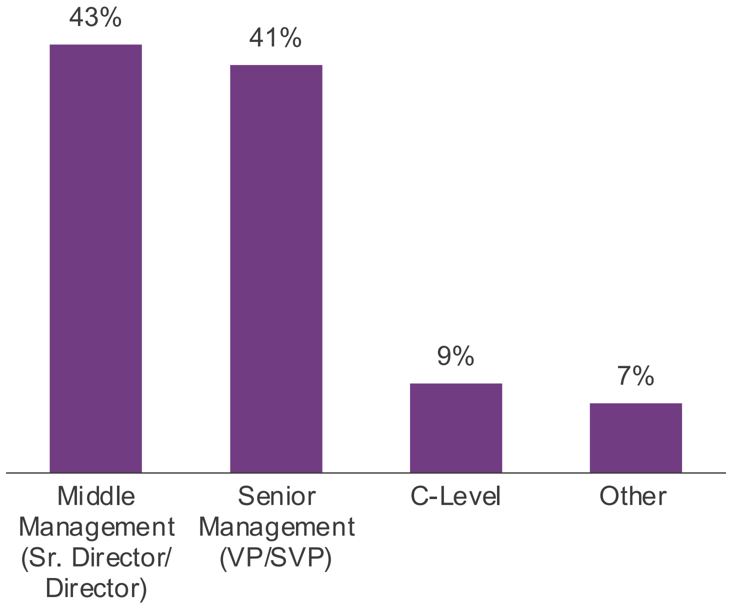
Voice of the customer

25%

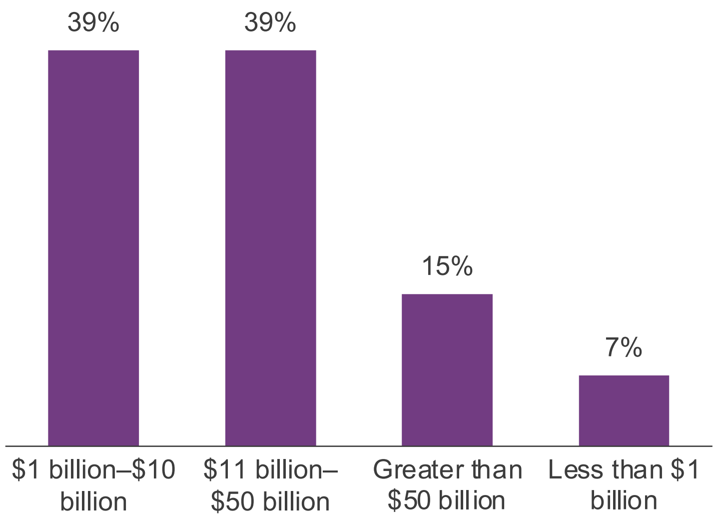
- **Reference checks:** Direct feedback from enterprise clients via reference check interviews and surveys.
- **HFS voice of the customer vendor rating data:** Ratings by active RCPG clients of in-scope service providers.
- **Referenceability:** Provision of references and reference responsiveness.

Client reference demographics

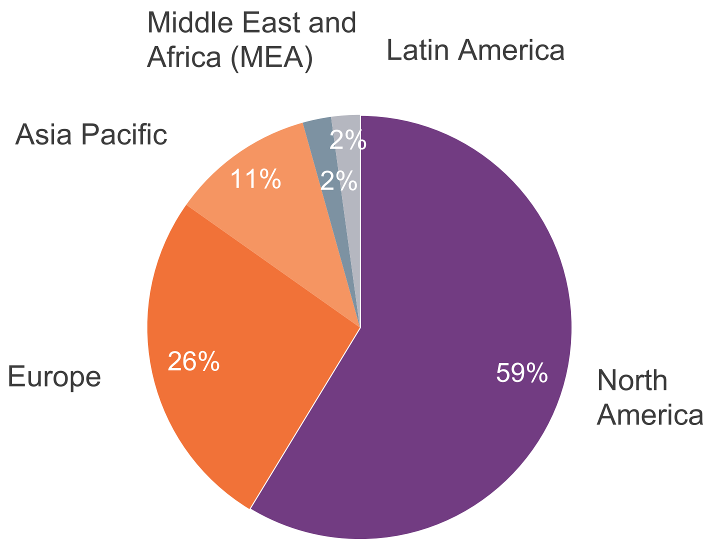
Titles/ roles



Company revenue



Geography



Source: HFS Research 2021
Sample: n = 46

4

Top 10 results: Retail and CPG services

Retail and CPG | A summary of the providers assessed in this report

Provider (alphabetical)	HFS' take
Accenture	An innovation-focused global provider with a solid client portfolio and acquisition-led growth strategy
Capgemini	A holistic approach to solving client business problems leveraging consulting, design, and technology expertise
Cognizant	Full-service digital partner with industry-focused solutions and strong client portfolio, especially in North America
Genpact	Insights and digital-driven RCPG ecosystem player differentiating through process excellence and strong alignment with the HFS OneOffice
HCL	Leveraging engineering DNA for customer experience and technology innovation
Infosys	Developing digital retail solutions through co-innovation, start-up networks, and emerging technology
LTI	Enabling transformation through strong in-house solutions portfolio and robust ecosystem
Mindtree	A client-centric firm using domain capability to drive large-scale client transformation engagements
TCS	Strategic growth and transformation partner with unique algorithmic approach, strong delivery capability, and industry-focused IP portfolio
Tech Mahindra	Shaping the future of retail and CPG through a platform-led approach and strong digital focus
Wipro	Digital technology-focused vendor with strong vision, innovation initiatives, and client relationship management
WNS	BPO firm with a strong talent development program focusing on intelligent interactions and experience management to drive client engagements

Notable performances in the retail and CPG services Top 10, 2021

HFS Winners Circle Top five providers overall across execution, innovation, OneOffice alignment, and voice of the customer criteria				
#1	#2	#3	#4	#5
accenture	TCS Tata Consultancy Services	wipro	Tech Mahindra	Infosys Navigate your next

Execution powerhouses Top three providers on execution criteria			Innovation champions Top three providers on innovation criteria			OneOffice alignment Top three providers aligned to OneOffice			Outstanding voice of the customer Top three providers on voice of the customer criteria		
#1	#2	#3	#1	#2	#3	#1	#2	#3	#1	#2	#3
accenture	wipro	TCS Tata Consultancy Services	accenture	Capgemini	Cognizant	accenture	TCS Tata Consultancy Services	Tech Mahindra	Infosys Navigate your next	wipro	TCS Tata Consultancy Services

Other notable performances

- TCS landed in #1 for both breadth and depth, and scale
- HCL had a strong showing in all execution categories, landing #7 overall, and #7 and above in each execution area
- Genpact’s strong CPG capability stood out, and won the firm #5 in growth and in strategy and vision
- Capgemini has strong capabilities for execution in particular, landing #4 and #3 in breadth and depth and scale, respectively
- WNS has one of the strongest RCPG growth stories, coming in at #4 in growth

HFS Top 10 rankings—Retail CPG Services Top 10 2021

Rank	Overall HFS Top 10 position	Execution				Innovation				OneOffice alignment	Voice of the customer
		Breadth & depth	Scale of Retail and CPG business	Growth of Retail and CPG business	Overall execution	Strategy & vision	Retail and CPG technology innovation	Co-innovation and collaboration	Overall innovation		
#1	Accenture	TCS	TCS	Tech Mahindra	Accenture	Accenture	Accenture	Capgemini	Accenture	Accenture	Infosys
#2	TCS	Accenture	Accenture	Wipro	Wipro	Cognizant	Infosys	Accenture	Capgemini	TCS	Wipro
#3	Wipro	Infosys	Capgemini	Accenture	TCS	Wipro	Capgemini	Infosys	Cognizant	Tech Mahindra	TCS
#4	Tech Mahindra	Capgemini	Wipro	WNS	Tech Mahindra	Capgemini	HCL	TCS	Infosys	Wipro	Cognizant
#5	Infosys	Cognizant	Infosys	Genpact	Capgemini	Genpact	Wipro	Cognizant	Wipro	Cognizant	HCL
#6	Cognizant	HCL	Cognizant	LTI	HCL	Infosys	Cognizant	Tech Mahindra	TCS	Mindtree	Accenture
#7	HCL	Genpact	HCL	HCL	Genpact	LTI	TCS	Wipro	Genpact	WNS	Tech Mahindra
#8	Capgemini	Wipro	Tech Mahindra	TCS	Infosys	TCS	LTI	HCL	LTI	HCL	Genpact
#9	Genpact	Mindtree	Genpact	Mindtree	WNS	Mindtree	WNS	Genpact	HCL	Infosys	WNS
#10	WNS	LTI	Mindtree	Capgemini	LTI	Tech Mahindra	Mindtree	WNS	Tech Mahindra	Genpact	Mindtree

5 Accenture profile: Retail and CPG Services

An innovation-focused global provider with a solid client portfolio and acquisition-led growth strategy

accenture

Dimension	Rank
HFS Top 10 position	**1**
Ability to execute	**1**
Breadth and depth	2
Scale of RCPG business	2
Growth of RCPG business	3
Innovation capability	**1**
Strategy and vision	1
RCPG technology innovation	1
Co-innovation and collaboration	2
OneOffice alignment	**1**
Voice of the customer	**6**

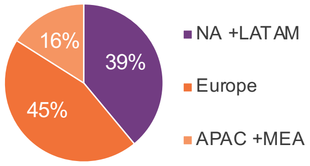
Strengths

- **Approach to RCPG services.** The retail and CPG domains are separate industry segments within Accenture. Each segment comprises a leadership team spanning markets (North America, Europe, and Growth Markets) and services (Strategy & Consulting, Technology, Operations, Interactive). In 2020, Accenture launched its Next Generation Growth Model (NGGM) to bring the power of "One Accenture" through the integration of its four services across applied intelligence, industry, and functional expertise.
- **Key differentiators.** Accenture prioritized specific subsegments for offerings and capability development in the RCPG domain. In retail, it has five end-to-end transformational topics, with multiple offerings (digital, fulfillment, sourcing, talent, and data). In CPG, the themes are growth, innovation and new business models, end-to-end consumer and customer experience, data-led transformation, agile business foundation, and consumer-centric supply chain and manufacturing. Accenture has the highest number of clients among the service providers that participated in this study. Its AI-enabled solutions (for example, CPG.AI and ai.Retail) are promising digital and analytics portfolios aimed at helping clients drive growth and efficiency at speed and scale.
- **Technology innovation.** Through its venture arm, Accenture invests in growth-stage companies that create innovative enterprise technologies. It has also established Accenture Labs that incubate and prototype new concepts. Its Innovation centers bring solutions to scale and demonstrate their impact for clients at 100+ locations. It also leverages acquisitions (Droga5, Happen, ?What If! etc.) for capability augmentation.
- **Customer kudos.** Clients appreciate Accenture for its talent management; it has skilled professionals with extensive market experience. Its strength and quality of service delivery is a key component for winning business in RCPG.

Development opportunities

- **What to continue.** Accenture has a solid client portfolio, including the top 10 biggest retailers. The depth and breadth of its expertise across the value chain is a driver of growth for its RCPG practice.
- **Other next steps for development.** Post-organizational restructuring, Accenture needs to focus on internal integration to remove organizational silos for better collaboration.
- **Customer critiques.** Clients would like to see better efficiency and productivity gains through tools that allow accelerating the process of service expansion.

Geographic spread of clients



IT vs. BPS revenue

Not disclosed

Revenue distribution

Not disclosed

Focus across the RCPG value chain

Online & mobile operations	Brick and mortar operations	Merchandising & replenishment	Supply chain	Sales & marketing
3.0	3.0	3.0	3.0	3.0

Mature Emerging Not a focus

Relevant acquisitions and partnerships

Recent acquisitions
- **2021:** GRA, Pollux, Future State, REPL, HRC (joined September 21)
- **2020:** Myrtle Consulting Group, SALT: Solutions, Callisto, Vanberlo
- **2019:** ?WhatIf!, Nytec, Droga5, Happen
- **2018:** Adaptly, Mackevision, Pillar Technology, MXM, Mindtribe

Partnerships
- Consumer Goods Forum
- Consumer Brands Association
- World Economic Forum
- Retail Industry Leaders Association (RILA)
- Massachusetts Institute of Technology (MIT)
- New York Fashion Tech Lab

Industry memberships
- Food Marketing Institute (FMI)
- National Retail Federation (NRF)
- CAGNY
- Responsible Business Coalition

Key clients

Number of RCPG clients: 700 clients
Including
- The top 10 retailers globally
- Twenty-five of 29 S&P 500 consumer staples leaders
- Eight of the top 10 alcoholic beverage companies
- The top 10 home and personal care companies
- Eight of the top 10 food and non-alcoholic beverage companies
- Four of the top five tobacco companies
- Four of the top five agribusiness companies
- Best Buy
- Coles Australia
- Specsavers
- Shiseido
- Carlsberg
- Henkel

Global operations and resources

RCPG headcount: 25,000

RCPG-specific delivery locations
- Accenture's global delivery network includes more than 50 delivery centers in 120 countries, with at least 285,000 people
- Accenture's centers of excellence include design centers, marketing centers, IOOT centers, future camos, app studios, and content delivery centers.
  - Accenture Advanced Technology Centers
  - Accenture Intelligent Operations Centers
  - Accenture Customer Innovation Network

RCPG in-house platform and tools

- **ai.Retail:** ai.Retail combines proven business use cases with a robust data management framework to embed data and AI within marketing, merchandising, and supply chain.
- **CPG.AI:** Similarly to ai.Retail, CPG.AI is an artificial intelligence insights platform.
- **Retail Industry Process Model (RIPM):** Provides a common language, method, and structure for building out retail processes, solutions, and services.
- **Transformation GPS:** Transformation GPS is a prescriptive analytical solution enabling leaders to use data-driven insights about their organization's dynamics to navigate transformation journeys.

6 About the authors

HFS Research authors

Melissa O'Brien
Research Leader
melissa.obrien@hfsresearch.com

Melissa O'Brien is Research Leader, Customer Engagement, Retail and Travel Strategies at HFS Research. Melissa leads HFS' research initiatives for digital front office services, including customer engagement operations, digital marketing, cognitive agents and CX design and consulting, focusing on the trends and change agents that are driving customer experience across the enterprise. In addition, her industry research focuses on key dynamics within retail, CPG, travel, and hospitality, with regards to customer-centric strategies, intelligent operations, and service delivery.

Tanmoy Mondal
Practice Leader
tanmoy.mondal@hfsresearch.com

Tanmoy Mondal is a Practice Leader at HFS, identifying global trends in engineering services from both industry and technology perspectives, tracking global outsourcing deals and investments including partnership agreements and R&D announcements in the sector, and supporting the domain leads in secondary research, data analysis, PoVs, and research writing.

Mayank Madhur
Associate Practice Leader
Mayank.madhur@hfsresearch.com

Mayank Madhur is an Associate Practice Leader at HFS Research, working with different research leaders in industry research, IoT, and blockchain by working on, data analysis, PoVs, and research writing.

HFS TOP 10

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 OneOfficeTM. 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.

www.hfsresearch.com

hfsresearch

www.horsesforsources.com