

# HFS Top 10 Workday Human Capital Management (HCM) Services 2021

Excerpt for Accenture

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A successful Workday HCM deployment adopts an HCM transformation approach. Ideally, an enterprise is prepared for the change, has access to value-added tools to facilitate fast and tailored deployments, and understands the importance of ongoing support and optimization services. Service providers that adopt a holistic, consultative, and proactive approach to Workday HCM engagements will be the ultimate leaders in this market.

—*Khalda De Souza, Research Director*



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Introduction, definitions,  
and research methodology

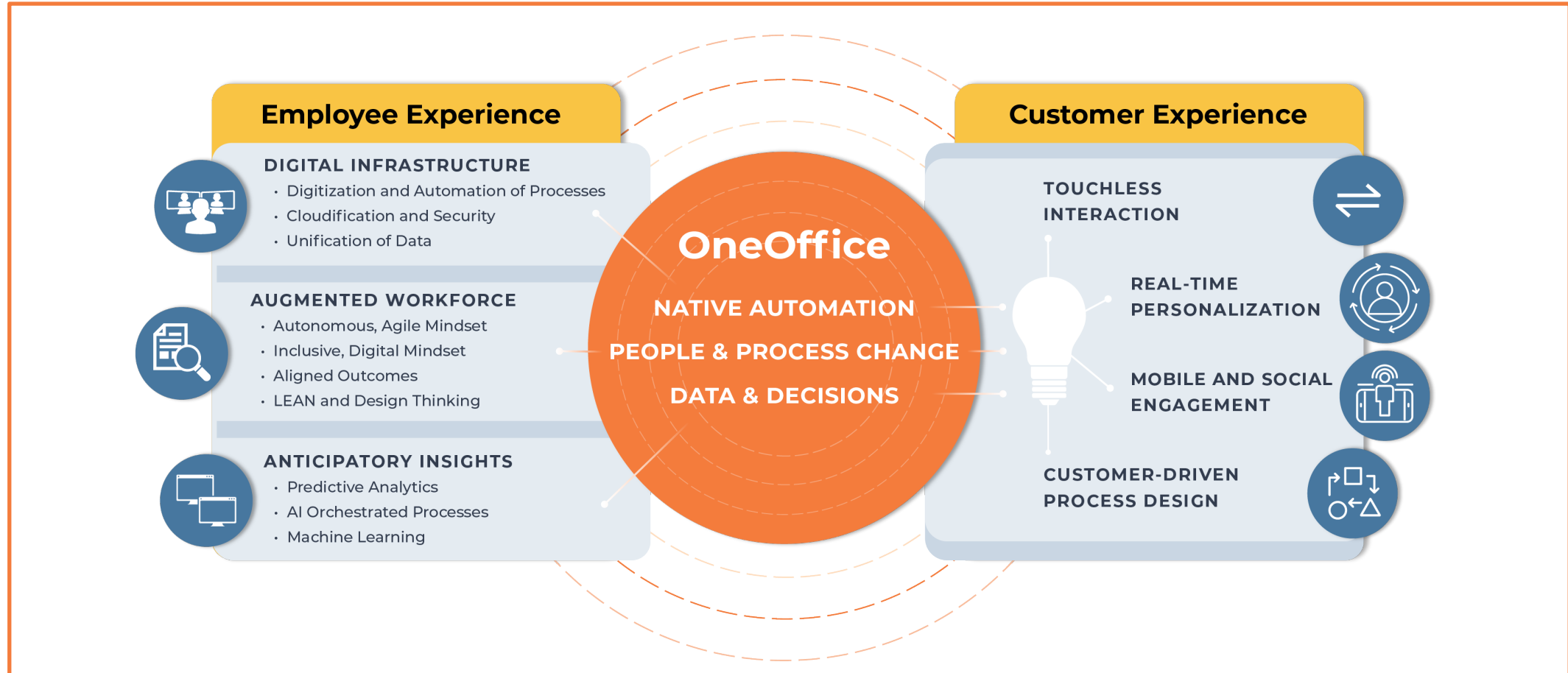


# Introduction

- The *HFS Top 10 Workday Human Capital Management (HCM) Services 2021* report continues our theme of looking at the services sets for the planning, implementation, and management of leading software-as-a-service platforms.
- The *HFS Top 10 Workday Human Capital Management HCM Services 2021* report is an update of the HFS Workday HCM Services Blueprint report published in 2018. HFS collected data in the second half of 2020.
- We included 11 service providers in this research. We spoke with 35 client references provided by the participating service providers.

# HFS OneOffice™ organization

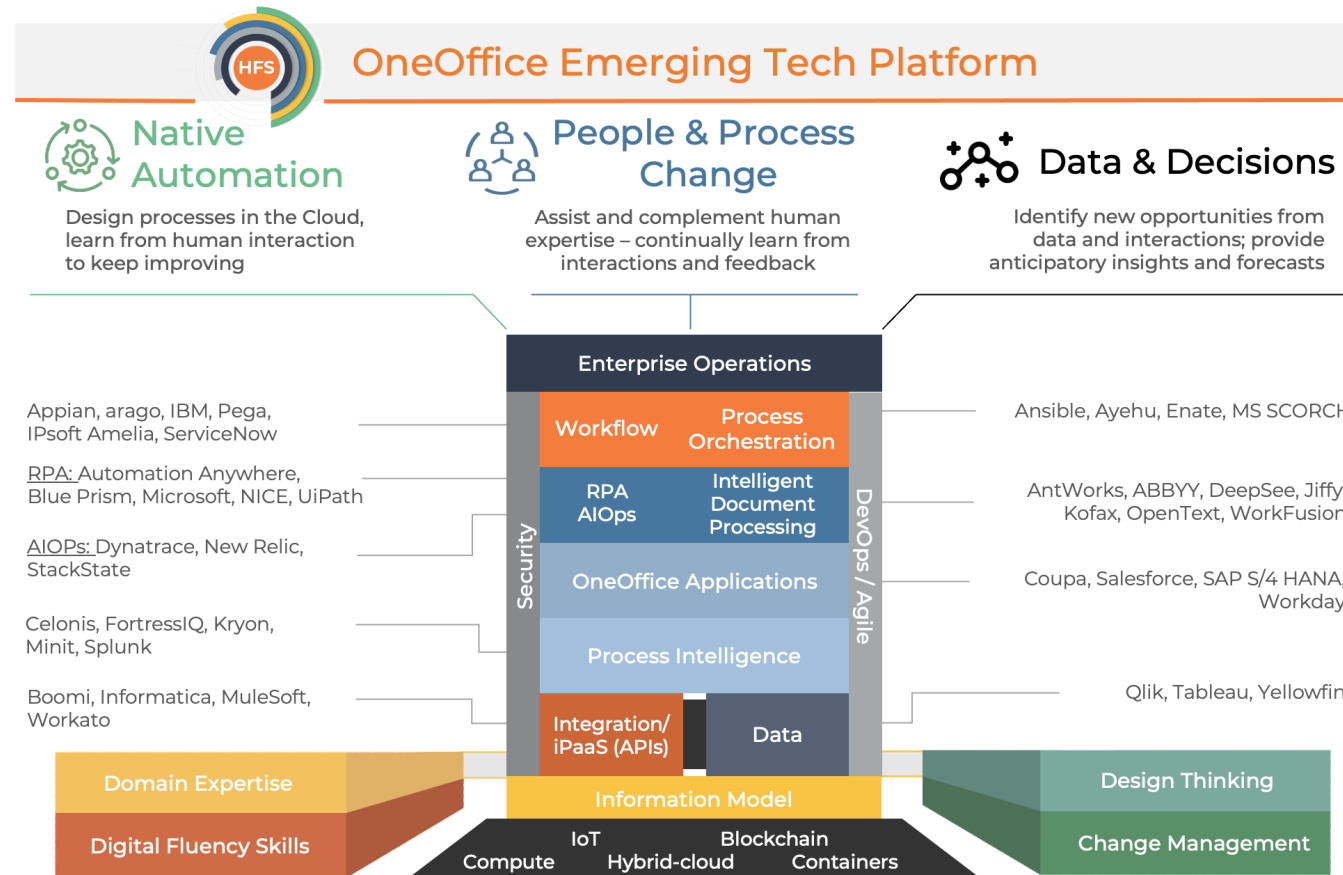
The OneOffice™ is HFS' vision for the digitally transformed enterprise. Emerging technologies help organizations mature into **one integrated system** that enables employees, delights customers, and delivers on its purpose. An effective HCM platform that enhances employee experience and assists enterprises to adapt to change is an integral part of this.





# HFS OneOffice Emerging Tech Platform

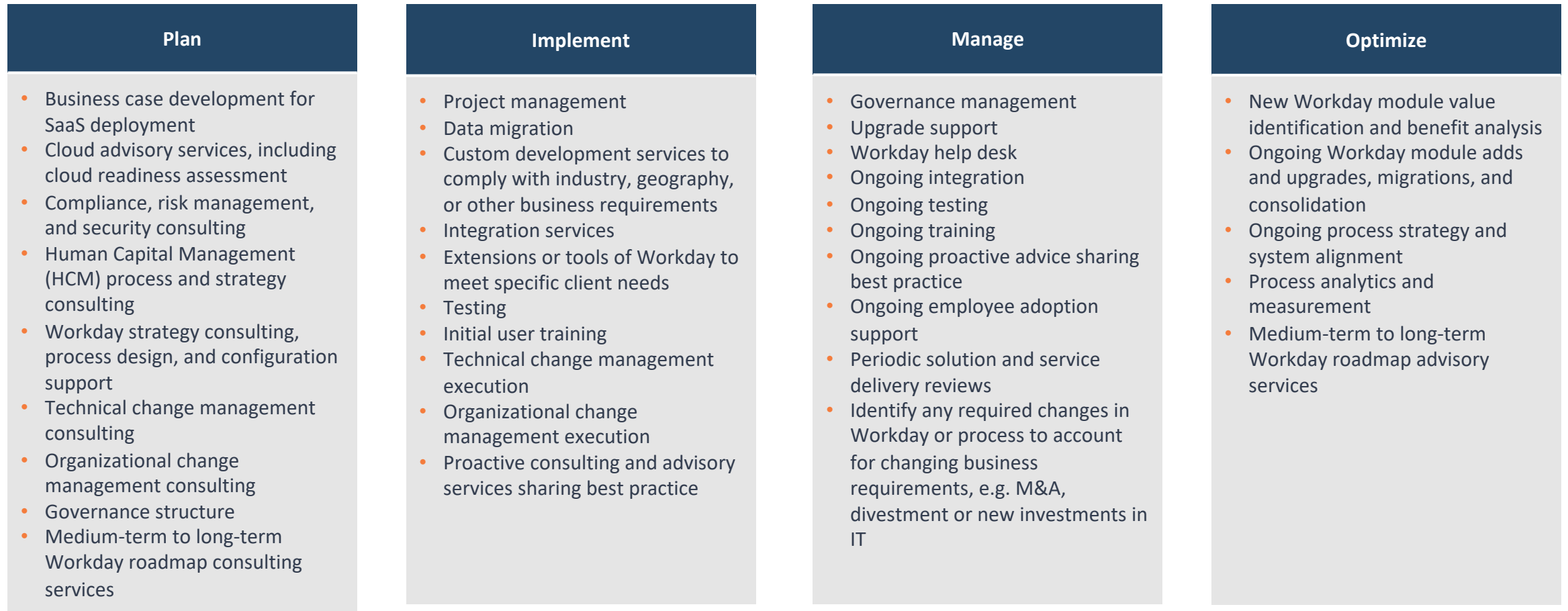
The OneOffice Emerging Tech Platform is our next-stage vision for how enterprises effectively embrace emerging tech through native automation, people and process augmentation, and data-driven anticipatory insights. Key OneOffice applications include cloud-based HCM solutions such as Workday.



Source: HFS Research, 2021, Examples are representative

# HFS Workday HCM Services Value Chain

The *HFS Top 10 Workday Human Capital Management (HCM) Services 2021* report assessed 11 service providers' ability to deliver Workday HCM services as mapped to the HFS Workday HCM Services Value Chain.



Source: HFS Research, 2021



## Workday HCM Applications

- Workday offers cloud applications for human capital management (HCM), finance, and planning processes. This Top 10 report covers the services that support Workday HCM, Payroll, and Planning as they relate to HCM. These include:
  - Workday HCM: Human Resource Management, Recruiting, Onboarding, Talent Management, Compensation, Learning, Benefits, Time and Absence, and Reporting.
  - Workday Payroll: This service is available in the US, Canada, the UK, and France. Enterprises typically look to Workday payroll partners, mostly ADP, for international plug-ins and connectors.
  - Workday Student: Academic Foundation, Student Recruiting, Student Admissions, Curriculum Management, Student Records, Academic Advising, Financial Aid, and Student Financials. This report includes the HCM aspects of Workday Student.
  - Workday Prism Analytics: Data Discovery, Data Preparation, and Data Management. This is a relatively new area.
  - Workday Adaptive Planning: This is a relatively new area. It is mainly used for financial planning, but it is also relevant for workforce planning in HCM.
- There are updates twice a year when the tenant is taken down for four hours to load with new functionality. The releases used to be numbered (the last one being Workday 33 in September 2019). They are now simply called Workday (calendar year) Release 1 and 2.
- Workday's Financial Management modules are not included in this Top 10 report. Please refer to the *HFS Workday Finance Management Services Top 10* report for our analysis of this market.

# Research methodology

The *HFS Top 10 Workday Human Capital Management (HCM) Services 2021* report assesses and scores service provider participants across execution, innovation, and voice of the customer criteria. The inputs to this process included a detailed RFI process we conducted with 11 service providers, briefings with leaders of the Workday services practice within service providers, as well as reference calls and surveys of reference clients.




**Ability to execute**  
33%

- Breadth and depth of services: Value chain coverage, proprietary tools development, and services and solutions to support specific market segments, such as enterprise size and industry sectors.
- Geographic reach.
- Market and team experience: Number of clients and Workday certified consultants and reference feedback on the strength of resources.



**Innovation capability**  
33%

- Strategy and vision: Investment plans to enhance capabilities, including geographic expansion, partnerships, and talent development.
- Vision for the development of Workday services: Investment plans to enhance service offerings and assets.
- Ability to deliver business transformation: Adoption of a holistic view and consultative approach to supporting customers' human capital management transformation journeys.



**Voice of the customer (VoC)**  
33%

- Direct feedback from service provider clients: From reference checks, surveys, and case studies critiquing provider performance and capabilities.



## Research methodology (continued)

Workday maintains a carefully curated, invitation-only service partner ecosystem. Workday Delivery Assurance consultants assure service partners adhere to prescribed deployment methodologies. Workday service partners do, however, have opportunities to cultivate differentiation through investments in capabilities and vision for the HCM space. All of the service providers included in this Top 10 report are experienced and committed to the Workday services market. We considered several differentiators in our research methodology:

### Execution

- **Breadth and depth of services**
  - **Value chain coverage:** Leading providers offer a breadth of services across the HFS Workday HCM services value chain. Strengths include additional services that facilitate a transformation, such as user-focused design and change management services and proactive, consultative recommendations to assist in long-term deployment success. Service providers that can leverage relevant skills from other divisions within their organization are advantageous for customers. In addition, Workday nominates “early adopter” partners for new modules; this status suggests a reputable Workday HCM practice as well as a strong relationship with Workday.
  - **Proprietary tools development:** All service providers have invested in tools and technologies, particularly to facilitate implementations. Table stake investments include data migration tools and a central platform that houses learnings from engagements. Value-add differentiators include tools that can provide analytics and recommendations, as well as tools that can help to prepare enterprises for their deployments. Best practices that include thought leadership and recommendations also stand out. Payroll is a niche area that requires local geographic knowledge. As such, any tools around payroll, such as payroll comparison tools, are also differentiators in this market.

## Execution (continued)

- **Services and solutions to support specific market segments:** Market segments include enterprise size and industry sectors. These deliver a more tailored approach to deployments, which should result in a more successful business outcome. Leading service providers have developed services and solutions to support customers in different market segments. Some partners are certified to deliver Workday's Launch methodology, which is a preconfigured tenant for medium enterprises delivering fast implementation and support and training services. In June 2020, Workday extended this to be available to large enterprises in North America.
- **Geographic reach**
  - **Most Workday HCM services business continues to originate from North America.** However, the UK, Europe, Asia-Pacific (APAC), and Australia and New Zealand (ANZ) are all strong growth areas. Some service providers have strengths outside of North America due to their heritage. Most service providers are expanding their brand, geographical presence, and delivery capabilities to new geographies.
- **Market and team experience**
  - **Experience includes the number of clients and engagements a service provider has.** HCM is a growth market, so the amount of experience a service provider has is a clear differentiator. A strong provider can also hone these experiences in a detailed best-practice toolkit. The number of certified Workday HCM consultants that a service provider, or the certified pool, has is also a differentiator, as only Workday's employees and those of its service partners can achieve this certification.

# Research methodology (continued)

## Innovation

- **The innovation criteria capture the service providers' plans to strengthen their service offerings, tools development, and talent development to elevate their competitive position in this market.**
  - **Strategy and vision:** Investment plans to enhance capabilities, including geographic expansion, partnerships, and talent development.
  - **Vision for the development of Workday services:** Investment plans to enhance Workday HCM service offerings and assets.
  - **Ability to deliver business transformation:** Adoption of a holistic view and consultative approach to support customers' human capital management transformation journeys.
  - **Reference clients:** Reference client scoring and responses to the following questions were relevant to the service provider analysis of these criteria:
    - HCM Process Understanding

## Voice of Customer (VoC)

- **Reference clients:** We spoke with 35 clients references who provided feedback and scores on the service providers.



# Workday HCM services providers covered in this report





# Executive summary

## Executive summary

- **Little effect from the COVID-19 pandemic:** Some large Workday HCM projects were paused during the COVID-19 pandemic's global lockdown. However, we spoke with several clients who did most of the projects remotely and successfully went live during the lockdown. The need for an effective cloud HCM solution that was easy to use became more important with a dispersed workforce. A few partners, like IBM and Mercer, developed services and solutions using Workday to help clients to return to work during the pandemic. Many service partners expect remote delivery to continue to be popular or even the default after the lockdown.
- **Phase 2 project uptick:** There continue to be opportunities for greenfield Workday deployments. However, service providers also have increasing opportunities with phase 2 deployments and engagements with enterprises that have already deployed at least one Workday module. Enterprises often select a different partner for any post-deployment service, whether this is for additional module implementation or for application management support (AMS) services. Enterprises also reach out to service partners for release management assistance, having tried and failed to keep on top of this in-house. Some enterprises are re-visiting their initial re-platforming exercise to elevate it to a true transformation.
- **Mergers, acquisitions, and divestiture opportunities:** There are increasing opportunities to assist enterprises that have experienced a merger, acquisition, or divestiture, as the new entity seeks a unified, global HCM platform. KPMG and DXC are examples of service providers with offerings for this market.
- **Technical and organizational readiness is key:** Enterprises must consider the technical and organizational implications of a Workday deployment. Ideally, a service provider can offer assistance to understand the implications of the project up front. Service providers that can liaise with senior HCM executives and have tools and services that guide an enterprise through their deployment are key to success. For example, Deloitte and Collaborative Solutions have tools to assist clients in being better prepared for the deployment.



# Workday HCM services market snapshot

This table reflects the data collected and estimates for the 11 service providers included in this report.

Number of certified workday HCM consultants	~9,000
Average number of certifications per consultant	2.5
Number of employees in Workday services practices	~14,000
Total Workday HCM clients to date	3,833+ (mid-market enterprises) 2,436+ (large enterprises)
Current Workday HCM clients	1,730+ (mid-market enterprises) 766+ (large enterprises)
Total number of HCM clients	6,000+
Average growth in Workday HCM services in past 12 months	43%
Average expected growth in Workday HCM services in the next 12 months	16%
Top three industries for Workday HCM services based on participating service providers	<ul style="list-style-type: none"> <li>• Financial services—banking and capital markets</li> <li>• Healthcare</li> <li>• Technology</li> </ul>

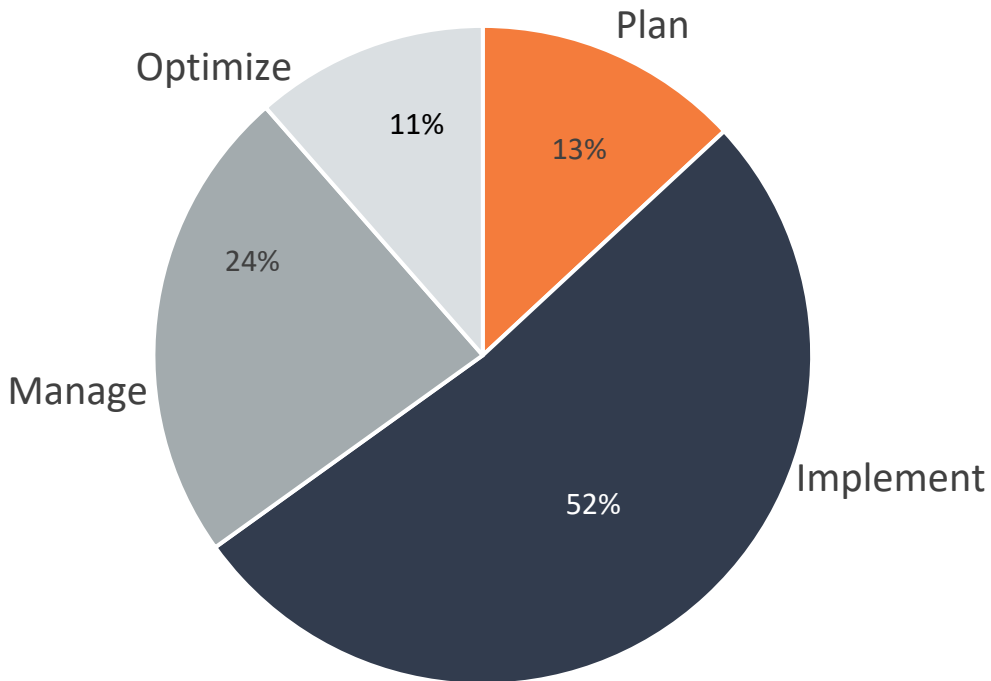
Aggregate responses of service providers in this Top 10  
Source: HFS Research, 2021

## Workday HCM Services Market Snapshot (continued)

Top three fastest-growing industries in the next 12 months	<ol style="list-style-type: none"><li>1. Financial services—banking and capital markets</li><li>2. Healthcare</li><li>3. Technology</li></ol>
Top three Workday HCM modules	<ol style="list-style-type: none"><li>1. Core HCM</li><li>2. Recruiting</li><li>3. Payroll</li></ol>
Top three fastest-growing Workday HCM modules in the next 12 months	<ol style="list-style-type: none"><li>1. Learning</li><li>2. Recruiting</li><li>3. Payroll</li></ol>

Aggregate responses of service providers in this Top 10  
Source: HFS Research, 2021

## Approximate split of Workday HCM services business by value chain services



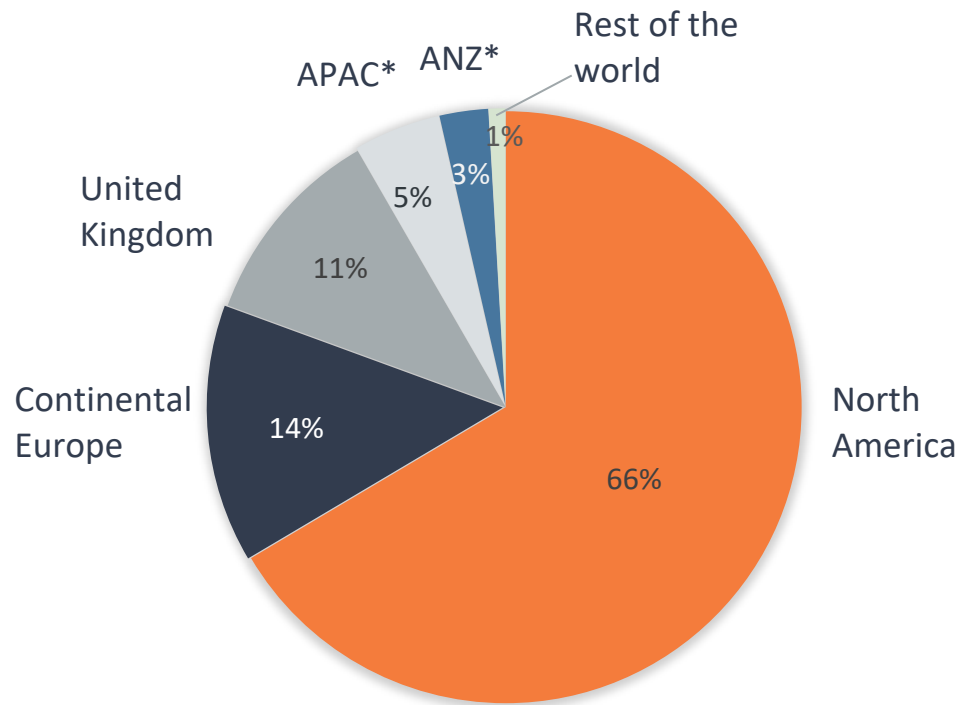
- **Plan:** Planning or consulting are emerging services seeing moderate growth. Service providers are developing consulting services to prepare enterprises that want to achieve a transformation versus a re-platforming of their HCM process. The ability to deliver user-focused design and organizational change management is particularly important to achieve success.
- **Implement:** Most Workday HCM services business continues to be in implementation services. Many enterprises are focused on achieving fast deployments. Service providers have been investing in strengthening these services by developing tools and technologies.
- **Manage:** Application management services (AMS) have shown good growth in the past few years for two reasons:
  1. Enterprises who thought they could perform AMS in-house soon realized that it is a more complicated task than they had at first thought.
  2. Enterprises with more sourcing experience or that are embarking on a true transformation project understand the importance of AMS from the outset.
- **Optimize:** Optimization services represent a rapidly growing market as enterprises realize they need to adopt a dynamic approach to keep up-to-date with new modules and business opportunities.

Aggregate responses of service providers in this Top 10  
Source: HFS Research, 2021

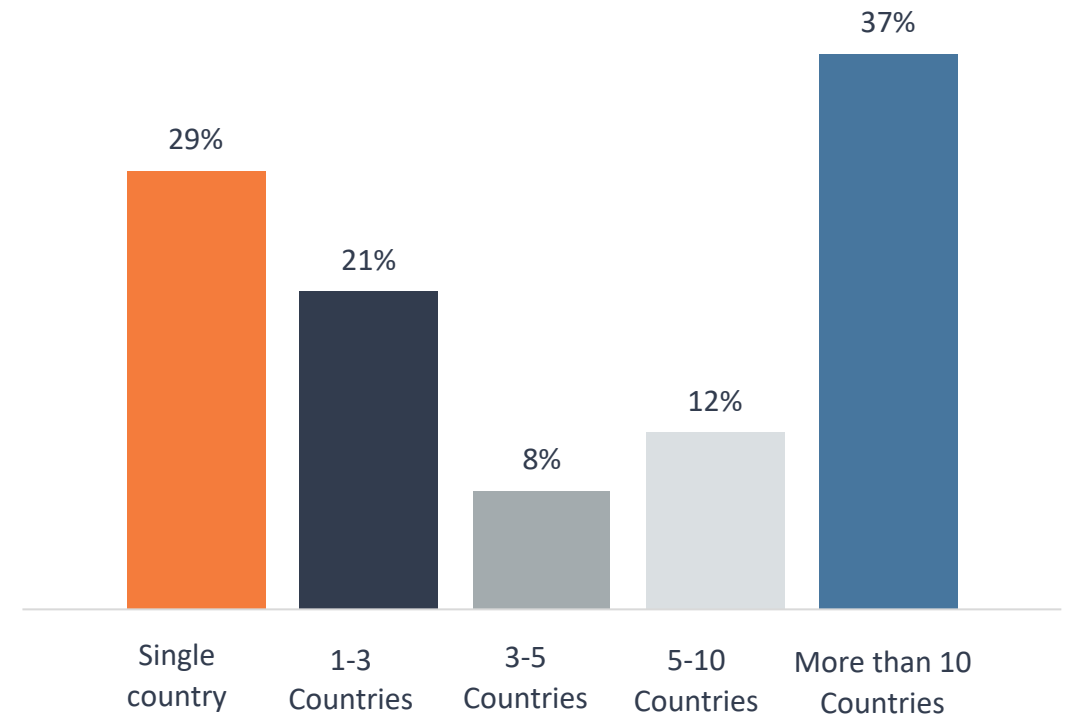


# Workday HCM services business by geography

### Split of Workday HCM services by geography



### Percentage of Workday HCM services engagements in the following geographical categories



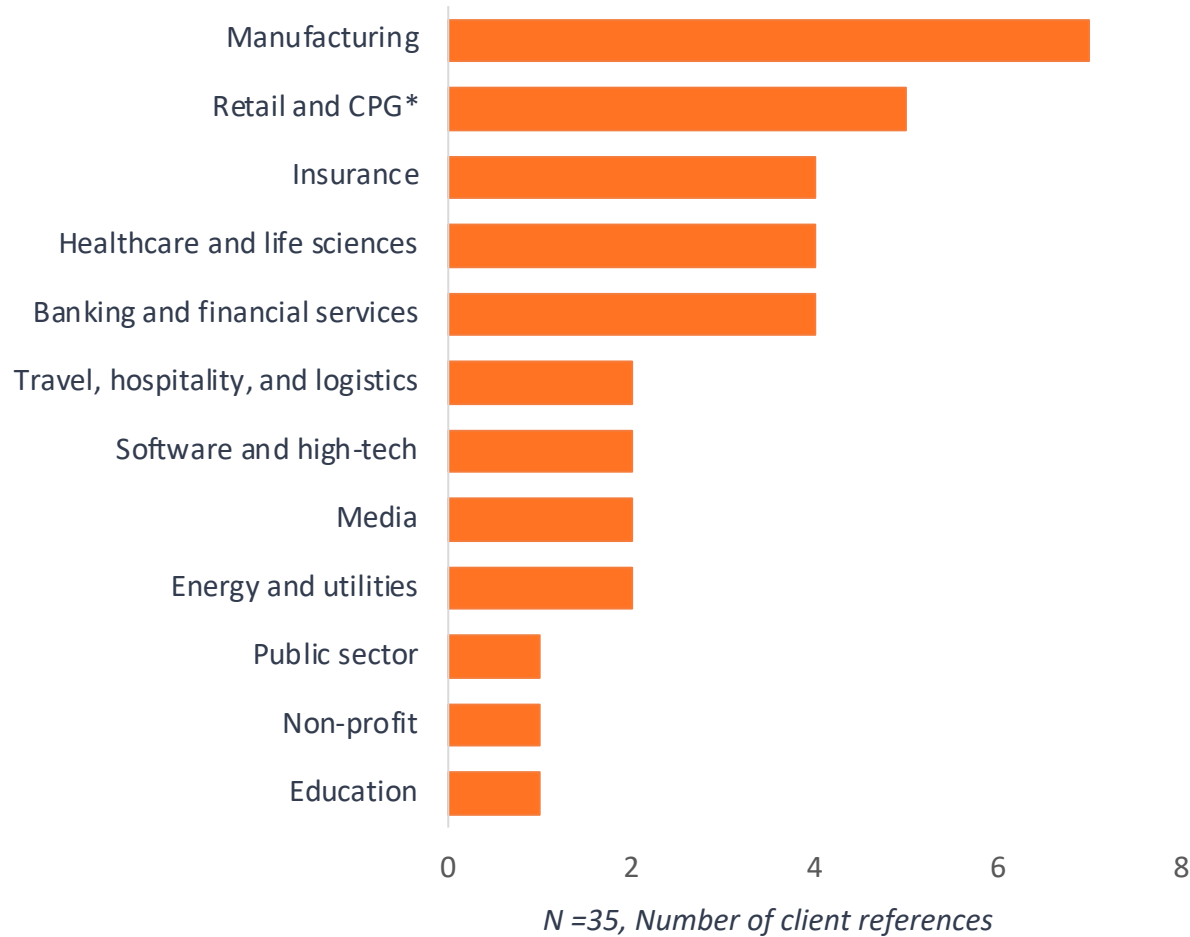
APAC\*: Asia and Pacific, ANZ\*: Australia and New Zealand  
Aggregate responses of service providers in this Top 10  
Source: HFS Research, 2021



Workday Services: Voice of  
the customer

# Client reference demographics

**Exhibit 1: Client references by industry sector**

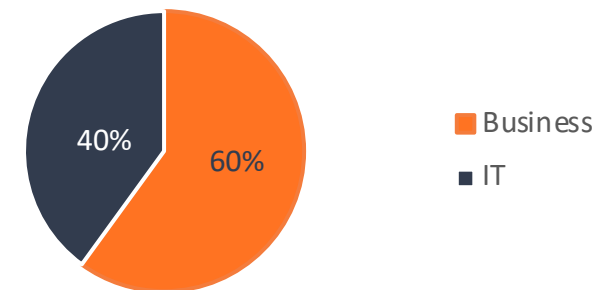


CPG\*: Consumer Packaged Goods  
Source: HFS Research, 2021

**Exhibit 2: Client references revenue**



**Organizational alignment**



*N = 35, Number of client references*

# Why Workday?

1. Enhanced and intuitive user interface
2. Culture of innovation
3. Flexible configuration
4. Mobile functionality
5. Organically developed SaaS application
6. Market leader and best solution to fit our strategy
7. One full platform having a fully integrated ERP (human capital management, financial management, and payroll)

## Which other solution(s) did you consider?

1. Oracle HCM Cloud
2. SAP HCM
3. ADP
4. NetSuite SuitePeople
5. Other specific solutions, such as Kronos, Ceridian DayForce, or Ultipro

In order of number of mentions in descending order by all client references  
Source: HFS Research, 2021



## Why this service provider?



Criteria that received the highest number of mentions by all client references  
Source: HFS Research, 2021



HFS Workday HCM services  
Top 10 results

## Summary of service providers assessed in the report

Service providers (alphabetical order)	HFS Point of View
Accenture	Top-two certified pool, with strong capabilities and vision
Alight Solutions	Global HR, benefits, and payroll with flexible service delivery
Collaborative Solutions	Workday's longest-tenured services partner, focused on solving business challenges for large and medium enterprises
Deloitte	Top customer feedback scores, global experience, with strong capabilities and vision
DXC Technology	International experience with management services strength
IBM	HR transformation capabilities strengthened by IBM Watson-based tools
Kainos	UK and European partner expanding its scale and capabilities
KPMG	Industry sector-led with international experience
Mercer	HR specialist delivering digital transformation services
OneSource Virtual	Payroll management services specialist with a strong client base
PWC	International experience with strong methodologies and vision

# HFS Top 10 Workday HCM services 2021

Rank	Overall HFS Top 10 position	Execution				Innovation				Voice of the customer	
		Breadth and depth of services	Geographic reach	Market and team experience	Overall execution	Strategy and vision	Vision for and investment in the development of Workday services offerings	Ability to deliver business transformation	Overall Innovation		
#1	<b>Deloitte.</b>	accenture	IBM	accenture	accenture	accenture	accenture	accenture	accenture	accenture	<b>Deloitte.</b>
#2	accenture	<b>Deloitte.</b>	<b>Deloitte.</b>	alight	<b>Deloitte.</b>	<b>Deloitte.</b>	<b>Deloitte.</b>	<b>Deloitte.</b>	<b>Deloitte.</b>	<b>Deloitte.</b>	DXC DXC.technology
#3	COLLABORATIVE SOLUTIONS A Cognizant Company	COLLABORATIVE SOLUTIONS A Cognizant Company	accenture	<b>Deloitte.</b>	alight	IBM	IBM	IBM	IBM	IBM	COLLABORATIVE SOLUTIONS A Cognizant Company
#4	alight	pwc	pwc	COLLABORATIVE SOLUTIONS A Cognizant Company	COLLABORATIVE SOLUTIONS A Cognizant Company	KPMG	pwc	pwc	pwc	pwc	accenture
#5	pwc	MERCER	DXC DXC.technology	IBM	IBM	pwc	KPMG	KPMG	KPMG	KPMG	alight
#6	IBM	KPMG	KPMG	onesource <sup>VIRTUAL</sup>	MERCER	DXC DXC.technology	COLLABORATIVE SOLUTIONS A Cognizant Company	COLLABORATIVE SOLUTIONS A Cognizant Company	COLLABORATIVE SOLUTIONS A Cognizant Company	COLLABORATIVE SOLUTIONS A Cognizant Company	KPMG
#7	KPMG	IBM	COLLABORATIVE SOLUTIONS A Cognizant Company	MERCER	pwc	COLLABORATIVE SOLUTIONS A Cognizant Company	DXC DXC.technology	MERCER	DXC DXC.technology	DXC DXC.technology	pwc
#8	DXC DXC.technology	alight	MERCER	pwc	onesource <sup>VIRTUAL</sup>	MERCER	alight	alight	MERCER	MERCER	MERCER
#9	MERCER	onesource <sup>VIRTUAL</sup>	alight	KPMG	KPMG	alight	MERCER	onesource <sup>VIRTUAL</sup>	alight	alight	IBM
#10	onesource <sup>VIRTUAL</sup>	kainos <sup>®</sup>	kainos <sup>®</sup>	DXC DXC.technology	DXC DXC.technology	onesource <sup>VIRTUAL</sup>	onesource <sup>VIRTUAL</sup>	kainos <sup>®</sup>	onesource <sup>VIRTUAL</sup>	onesource <sup>VIRTUAL</sup>	onesource <sup>VIRTUAL</sup>





# Notable performances in Workday HCM services

## HFS Podium Winners

Top 5 providers overall across execution, innovation, and voice of the customer criteria

#1 <b>Deloitte.</b>	#2 <b>accenture</b>	#3  COLLABORATIVE SOLUTIONS A Cognizant Company	#4 <b>alight</b>	#5  <b>pwc</b>
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<b>Execution powerhouses</b> Top 3 providers on execution criteria			<b>Innovation champions</b> Top 3 providers on innovation criteria			<b>Outstanding voice of the customer</b> Top 3 providers on voice of the customer criteria		
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#1 <b>accenture</b>	#2 <b>Deloitte.</b>	#3 <b>alight</b>	#1 <b>accenture</b>	#2 <b>Deloitte.</b>	#3 	#1 <b>Deloitte.</b>	#2  DXC.technology	#3  COLLABORATIVE SOLUTIONS A Cognizant Company
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## Other Notable Performances

- KPMG and PwC both continue to invest heavily in their tools and methodologies and performed well in the innovation categories.
- Since our last Workday HCM Blueprint, Mercer established its Mercer Digital practice.
- OneSource Virtual has the second-highest number of clients in this research at 1,072.
- Kainos is the smallest service provider in this research, but it is steadily growing and expanding its geographic reach. Its optimization service capability is a particular strength.



# Workday HCM services provider profile

# Top-two certified pool, with strong capabilities and vision



Dimension	Rank	Strengths	Opportunities
HFS Top 10 position	#2	<ul style="list-style-type: none"> <li><b>Strong certified pool:</b> Accenture ranks in the top two in this research for its Workday HCM certified consultant pool. Accenture also maintains a laser focus on talent acquisition, motivation, and retention, particularly for the latest Workday solutions.</li> <li><b>Breadth of services:</b> Accenture has experience across the life cycle of Workday HCM services to support large- and medium-sized enterprises. Accenture's Workday New unit focuses on creating capabilities around new modules, including Workday's Prism, Adaptive, and Extend solutions.</li> <li><b>Accenture One advantage:</b> Accenture can leverage skills and capabilities Accenture-wide. For example, the newly formed Workday Business Group works closely with Accenture Digital and Accenture's Talent and HR services practices.</li> <li><b>Industry sector strength:</b> Accenture's Workday services offerings are industry-sector-led. This includes strengthened US higher education and government capabilities from the acquisition of Sierra-Cedar in 2020. Accenture's Workday Extend applications are also industry sector-focused and boast more than 10 clients.</li> <li><b>Comprehensive business-focused tool investment:</b> Accenture continues to strengthen its proprietary solutions across the Workday services life cycle. These include design thinking frameworks, pre-configured, industry solutions on the myConcerto digital platform, change management accelerators and dashboards, and support services solutions. Moreover, Accenture offers analytics solutions that include predictive insights for customers.</li> <li><b>Transformation partner focus:</b> Accenture supports customers' transformation journeys using Workday technology. This is apparent throughout the engagement, from challenging what clients propose in the RFP and co-creating new HR functions with the customers to offering flexible pricing options to facilitate true transformation journeys. Accenture focuses on modernizing clients' HCM processes.</li> <li><b>Clear investment plans to maintain differentiation:</b> Accenture's Strategic Precision Plans strategy outlines clear areas on continued investment. These include co-creating HR functions with customers, Workday value realization, and industry sector services and solution growth.</li> <li><b>Voice of the customer:</b> Clients commend Accenture for its flexibility and the quality of its account management. One client said, "We felt true collaboration and partnership." Another said, "Our delivery lead and account manager are the best I have ever worked with."</li> </ul>	<ul style="list-style-type: none"> <li><b>Supporting clients to be better prepared for the deployment:</b> Some clients admitted that they should have planned better for some processes. Examples include contracting adequate change management, understanding the length of time decommissioning a legacy platform would take, and identifying the correct resources at the beginning of the engagement. Clients should liaise with Accenture about these issues as its experience in this market can prepare clients better for what to expect. Accenture, for its part, should also be more proactive with these recommendations.</li> </ul>
Ability to execute	#1		
Breadth and depth of services	#1		
Geographic reach	#3		
Market and team experience	#1		
Innovation capability	#1		
Strategy and vision	#1		
Vision for and investment in the development of Workday services offerings	#1		
Ability to deliver business transformation	#1		
Voice of the customer	#4		

Relevant acquisitions and partnerships*	Key clients*	Operations*	Technology tools and platforms*
<p><b>Acquisitions include:</b></p> <ul style="list-style-type: none"> <li>Workday, Salesforce, and US MuleSoft practices from Sierra-Cedar (2020)</li> <li>DayNine (2016)</li> <li>Decisif Consulting (by DayNine 2016)</li> </ul> <p><b>Other relevant acquisitions:</b></p> <ul style="list-style-type: none"> <li>Kates Kesler (2020), Organize Cloud Labs (2020), Knowledge (2019), Parker Fitzgerald (2019), INSITUM (2019), ?What If! (2019)</li> </ul> <p><b>Additional partnerships include:</b></p> <ul style="list-style-type: none"> <li>ADP/WorkMarket, Adobe, Automation Anywhere, Blue Prism, Dell Boomi, Josh Bersin Academy, Mulesoft, OpenText, Pega, Salesforce, ServiceNow, SkyHive, Tricentis, Talend</li> </ul>	<p>Accenture serves 91 of the Fortune Global 100 and more than three-quarters of the Fortune Global 500, as well as leading education and government organizations and G2000 companies.</p> <p>Accenture provides Workday services and solutions across more than 40 industries.</p> <p><b>Accenture's geographic coverage includes</b> North America, Europe, and the growth markets of Japan, Singapore, Latin America, Australia, and New Zealand.</p> <p><b>Some publicly disclosed clients include</b> Avis Budget Group, Deutsche Bank, Hitachi, Toyota North America, Warner Bros., Syngenta, The Ohio State University, Penn State, Santander, large American P&amp;C insurer, multinational technology conglomerate.</p>	<p>Accenture has over 4,100 Workday certified and skilled professionals.</p> <ul style="list-style-type: none"> <li>Year of practice established: 2007 (official partnership in 2008)</li> <li>Number of certified Workday HCM consultants: 1,800+</li> <li>Number of Workday HCM functional certifications: 3,100+</li> <li>Total number in Workday HCM practice: 1,800+</li> <li>Number of Workday HCM clients: 700+</li> <li>Number of Workday HCM current clients: 200+</li> <li>Number of HCM engagements completed or ongoing: 1,700+</li> </ul> <p><b>Key delivery locations for Workday practice:</b></p> <ul style="list-style-type: none"> <li>North America: All major cities</li> <li>Europe: All major countries</li> <li>Asia Pacific: India, Philippines, Australia, Singapore, Japan, New Zealand</li> </ul>	<ul style="list-style-type: none"> <li>myConcerto and myWizard: Digitally integrated, end-to-end transformation platform, pre-configured, multi-industry solutions, value realization, and optimization of client Workday investments, predictive PMO.</li> <li>Organizational and Technical Change Management: Journey Mapping and Experience Toolkits, Behavior Science, Transformation GPS (data-driven change navigation), Integrated Digital Experience (personas, experience journey maps, change impacts, and process). 400+ Workday-specific change accelerators and dashboards.</li> <li>Workday Strategy and Process Consultation: HR Target Op Models, HR Capability Assessment, OrgStudio, human-centered service design, design thinking frameworks, process toolkits (Moments that Matter Database, HC Model for Workday), digitized business process, requirements, architecture, and testing accelerators.</li> <li>Workday Technical and Innovation Solutions: Leading practice, industry-focused designs, analytics, and extensions via Workday Extend, Prism Analytics, Adaptive Planning, and enabling technologies. Automation-powered Data Conversions Suite and Playbooks, technical and testing accelerators suite.</li> <li>Workday Operations: Workday Business Value Assessment and Value Realization toolkits, AMS Rapid Delivery Suite, and SynOps: Intelligent analytics through predictive and real-time monitoring of system, operations, services, and business health.</li> </ul>

\*Relating to Workday HCM unless stated otherwise





About the authors



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## About HFS Research

The HFS mission is to provide visionary insight into major innovations impacting business operations, including: automation, artificial intelligence, blockchain, Internet of things, digital business models, and smart analytics.

HFS defines and visualizes the future of business operations across key industries with our Digital OneOffice™ Framework.

HFS influences the strategies of enterprise customers to help them develop OneOffice backbones to be competitive and to partner with capable services providers, technology suppliers, and third-party advisors.

Read more about HFS and our initiatives on [www.HFSresearch.com](http://www.HFSresearch.com) or follow [@HFSResearch](https://twitter.com/HFSResearch).

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