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Using cognitive tech to connect customers to business operations

How cognitive technology can break down the barriers between the front and back offices, and drive the OneOffice vision

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Creating an engaging customer experience is more readily achieved by embedding increasingly sophisticated digital and cognitive technologies into the very fiber of an organization's processes, from its front office right through to its back office.

Successful organizations are both strategic and nimble, leveraging the power of real-time data to reduce inefficiencies and enhance their effectiveness. Agile businesses predict their customers' needs before their competitors do. More importantly, they have the ability to act on those predictions, which is essential for getting ahead in today's global digital economy. Investment in cognitive technologies (those which mimic human thinking and have the capability to learn) will be required for having intelligent operations in the enterprise. An intelligent enterprise has the ability to inform and implement better business decisions by leveraging data and smarter technology. This will help it to be more competitive.

In a study conducted in partnership with IPsoft, HfS Research interviewed 100 C-Suite executives[1] to understand their views, expectations, and strategies, along with their investment plans for cognitive technologies. This report discusses opportunities and challenges that business leaders see for moving their organizations toward being truly intelligent—knowing their customers, using technology most effectively, and infusing cognitive technology into the fiber of their business operations.

[1] Refer to the research methodology for more details on survey demographics

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We also offer our concept of moving business operations in the direction of OneOffice: the framework for providing a digital customer experience and for the creation of an intelligent, unified office to enable it.

C-Suites want to create, support, and sustain an engaging and immersive experience for their customers. All touchpoints across an organization should be serving customers as effortlessly and seamlessly as possible (and wherever it is achievably appropriate, without the need for any human-to-human interaction). By leveraging omni-channels (via mobile, social media, messaging, and cognitive agents) and using intelligent analytics on datasets converged from these, organizations can drive real-time digital experiences for their customers, employees, and partners. Intelligent digital organizations will no longer have front, middle, and back offices; they will have OneOffice, creating unified digital engagement with everyone, from customers right through to operational support teams. IPsoft's 1Desk is an example of a platform that intends to collapse these barriers to enable a digital customer experience as described in the OneOffice framework.

In this report you will read how HfS' OneOffice approach can enable organizations to better manage their financial metrics and enhance their understanding of their customers' needs and future demands, and thereby bring their products and services to market more efficiently and effectively. The OneOffice approach can also help to ensure the availability of the talent required to get ahead of the competition. Cognitive technology provides a critical capability that dissolves barriers to the OneOffice framework, which is why it is one of the prime strategic investments being targeted by business leaders today.

Key findings:

- **The C-Suite's top digital business imperative is to invest in and implement virtual experiences and cognitive solutions.** Investing in digital or virtual customer experiences to minimize physical engagement—this is the number one digital business imperative in 2018 for 63% of the surveyed C-Suite decision makers. Business leaders are looking to cognitive solutions to drive more intelligent self-learning business operations and break down the barriers between their front, middle, and back offices.

- **Innovative leaders want to reduce costs while also improving customer experiences.** The greatest expectations from using cognitive technologies are cost reduction (37% of survey respondents) and improved customer experiences (17% of survey respondents). For more mature enterprises, that have already started to break down their siloes, an even higher proportion of C-level leaders are turning their focus to creating better customer experiences.

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- **Businesses are investing in cognitive agents for more intelligent, data-driven interactions with customers and employees.** Cognitive agents are poised to impact business operations substantially; for one, these solutions can enable predictive decision-making, allowing an organization to be more nimble and competitive. It is important that enterprises achieve C-Suite alignment on the goals and objectives for these investments; a unified understanding of what a company wants to accomplish is key to its success.

- **Cognitive technology is delivering improved security, control, and visibility over business processes, for those businesses that have been piloting and adopting these solutions.** So far, the greatest benefits C-Suites have realized through their cognitive technology investments have been improved data security and simplified business processes. In our survey, 59% of C-Suites stated that their expectations were exceeded with regards to security, and 56% said the same for increased simplicity of business processes. Cognitive tools have been shown to help with fraud detection, document permission control, and improving process flow.

- **Ambitious enterprises have launched their journeys toward eradicating legacy silos.** Breaking down barriers between the front, middle, and back offices places customers' requirements and expectations at the heart of enterprise operations. Utilizing more intelligent processes can provide the empowerment necessary for such an achievement (as HfS describes in our OneOffice framework). For example, 78% of C-Suite respondents feel as though they are on a path towards OneOffice (according to our respondents, when given a description of OneOffice as the framework for digital customer experience). They are determined to move away from silos and toward integrated operations. Cognitive technologies provide the "secret glue" for creating the OneOffice experience by enabling smarter, more intelligent workflows.

- **C-Suite teams must free their businesses from legacy technologies and mindsets.** Not learning to change and not letting go of past investments; these are holding back many businesses. When investing in cognitive solutions, some of the primary issues to be addressed are change management, cultural re-alignment, and a shift in talent requirements. Business leaders must consider employee impact and demonstrate how cognitive technologies will enhance their jobs, not diminish or eliminate them. It is important to place employees, as much as customers, at the center of any digital business transformation, to ensure that culture, values, talent, and business process expertise are not lost amid the changes.

> Cognitive investments provide greater control, visibility, and understanding of business workflows.

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Smart investments in cognitive tech will help solve business problems and dissolve internal barriers

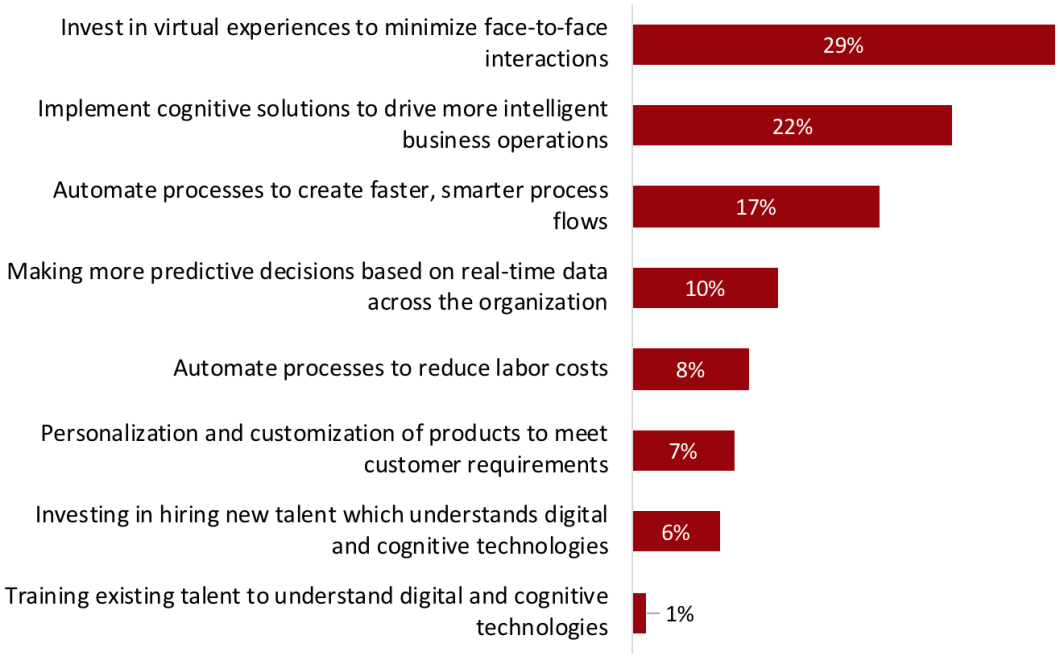
There is an increasing realization within C-Suite teams that digital transformation is about creating better customer experiences, developing new revenue streams, and streamlining operations. Investing in technology is not, in itself, enough—what is needed is a clear vision of what introducing a technology will solve and improve.

Enterprise leaders want to do more than just box-checking to say that they've explored automation and digital engagement—it has become clear that, in today's business environment, transformation is necessary in order to be competitive and remain relevant. Transformation cannot be achieved without looking at an organization carefully, from the inside to the outside. It cannot be achieved by simply creating flashy, front-end user interfaces. It requires the connection of the entire organization, by breaking down siloes and integrating data, behind the scenes. C-Suite teams are acutely aware of the need for these changes—their top digital business priorities reflect their desire for this transformation.

Our study has found that the top C-Suite digital business imperative is to invest in customers' virtual experiences, thereby minimizing physical engagement. The next priority is to implement cognitive solutions to drive more intelligent, self-learning business operations (see Exhibit 1).

Exhibit 1: **Business priorities in 2018**

Which of the following digital business imperatives are a top priority for your organization in 2018?



Source: HfS Research, 2018; Sample = 100 C-Suite respondents

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As we discuss these change agents and key imperatives for C-Suite respondents, we recognize the journey that buyers must make and we acknowledge the reasoning behind making these investments, whether in cognitive technology that mimics human thinking and learning, or with artificial intelligence that solves business problems by using natural language processing.

Organizations need to look at what they are trying to accomplish. Enterprises are not simply going to "buy AI." Rather, they are going to invest in solutions that support their over-arching business strategies, often aimed at becoming more intelligent, efficient, and nimble organizations that can meet the expectations of their digital customers. This technology will support things like improving waiting times for customer service issues, or supporting internal customers by speeding up IT support and employee onboarding—it is these kinds of business outcomes that companies must look at for technology investment.

C-Suite executives seek to align operations with business outcomes

Reducing costs will always be a major part of the conversation, but there are many other objectives that C-Suite decision-makers are looking to achieve when investing in cognitive capabilities, including improved customer experience, faster resolution times, and increased employee engagement.

We asked the survey respondents to identify themselves on a scale of maturity of development towards being a more integrated, less siloed organization. Those in the top quartile of maturity are much more likely to rank improved customer experience as the top benefit (versus only 8% in the lowest quartile), while those in the lowest quartile are much less likely to have a clearly defined strategy for embracing cognitive technology. This data, as shown in Exhibit 2, indicates that more mature, integrated organizations have a much clearer vision of what they need to do to achieve business transformation, a greater focus on customer experience, and more strategic attitudes about cognitive adoption. Interestingly, cognitive tech to scale up interactions without much of an increase in investment in resources was a common theme in individual interviews with IPsoft's customers, while this capability ranked low in the survey results from 100 respondents.

This signifies a major shift in priorities as organizations grow. Forward-looking organizations want to focus more on delivering high-quality customer experience, and on enhancing customer and employee support, to create market differentiation and thereby achieve competitive advantage.

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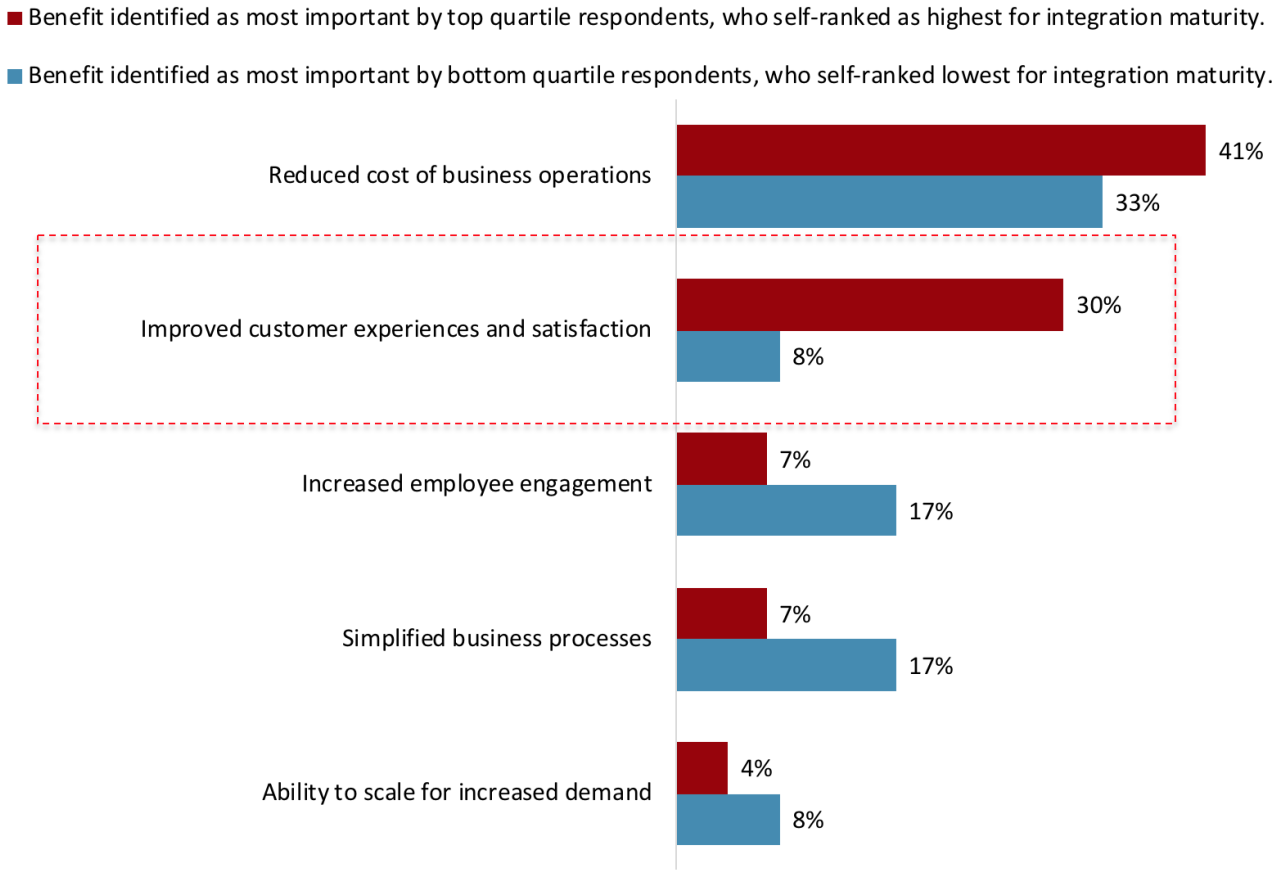
Exhibit 2: **Benefits of investing in cognitive solutions**

Which main benefits are you hoping to gain from investment in cognitive solutions? (By Maturity)



Source: HfS Research, 2018, Sample = 27 highest quartile maturity C-Suite respondents, 12 bottom quartile maturity C-Suite respondents

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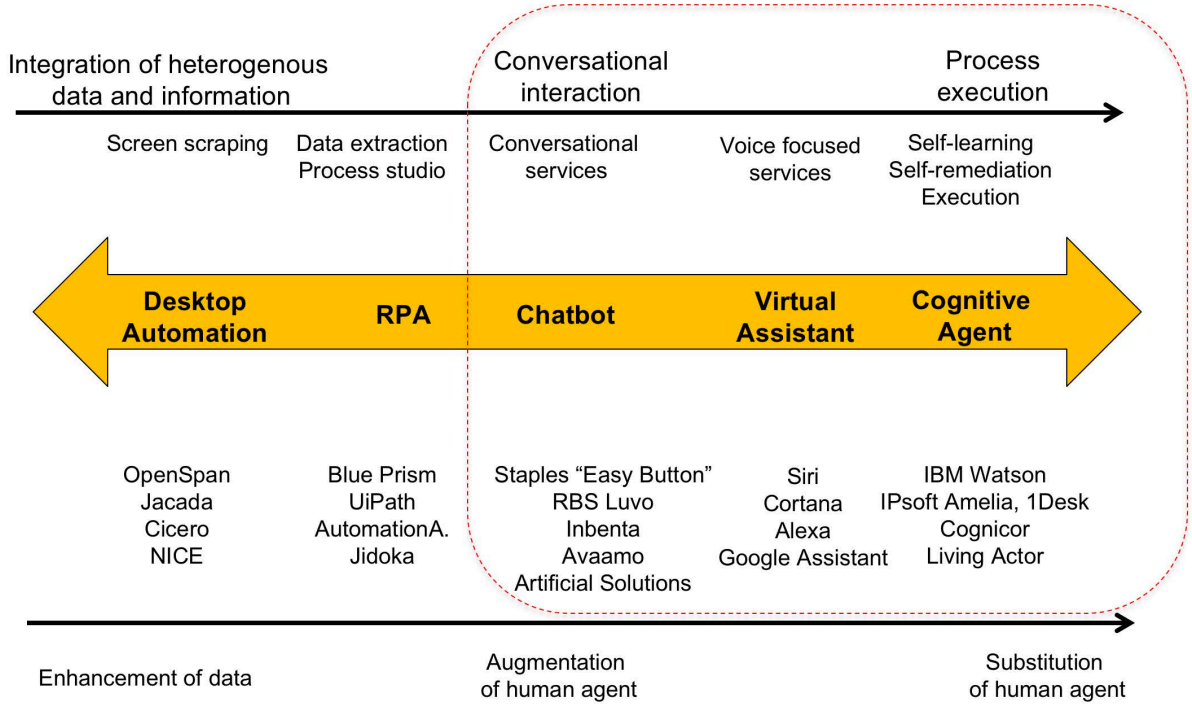
Cognitive agents are at the forefront of investments

Cognitive agents are ranked as a top investment priority for enterprises—32% of executives interviewed said they are currently piloting cognitive agents, which can be deployed in various ways. They can be used externally, to communicate with end customers, for customer service inquiries. They can be used internally, to augment customer service staff with knowledge management, for IT helpdesk support, or to assist with HR or finance processes (such as employee onboarding). We describe a few of these use cases in detail below.

Cognitive agents are poised to impact business operations in a significant way. Many people are familiar with more consumer-focused virtual assistants, like Alexa and Siri, or traditional chatbots that provide automated conversations using rules-based programming. These tools do not have the same learning and processing capabilities as enterprise-level cognitive agents, which transcend basic conversational tools with the ability to self-learn and self-remediate, and which are capable of executing on business processes (see Exhibit 3 below). Cognitive agents have the ability to understand structured and unstructured data, and to use natural language processing to learn, comprehend, and recommend next steps. They may also enable predictive decision-making, using real-time analytics.

Exhibit 3: **The evolution of service agents**



Source: HfS Research, 2018

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As we've written about in previous research, IPsoft's 1Desk is a good example of how a cognitive agent can connect front and back offices, reduce inefficiencies and enable organizations to become more intelligent and nimble. 1Desk combines Amelia's cognitive agent capability (which can interact with both end customers and internal employees), with a newly developed autonomic backbone based on IPsoft's experience with IPcenter, to execute business processes across IT, HR, finance, and administrative support. 1Desk is in beta testing at the moment; we have interviewed several IPsoft customers piloting 1Desk as part of this research.

> Cognitive virtual agents are poised to impact business operations in a big way.

Considering all of these data points, it becomes clear that C-Suite executives are considering cognitive agents to help reduce costs, manage scale, and improve both employee and customer satisfaction. But, as with all investments, it is imperative that enterprises achieve C-Suite alignment on goals and objectives; implementing cognitive tech from fear of missing out, or of falling behind, can cause a cognitive initiative to proceed without a clear sight of its goal.

Cognitive tech is driving intelligent, self-learning business operations

There is an aspiration to implement cognitive capabilities across the enterprise to support the elements of a customer- and employee-centric organization. Each organization must take its own journey to find value, ROI, and the right way to measure impact, and many organizations are already seeing real benefits from the adoption of cognitive solutions. The C-Suite respondents we interviewed are finding security, simplicity, and scale as the greatest areas of satisfaction with investments in cognitive tech—59% of respondents are pleased with the security benefits gained.

Improved security is an unanticipated benefit of cognitive technology projects. Many cognitive tools have security and privacy in-built by design. We are now getting used to machine learning and AI providing threat intelligence, detection, and response—people working without such support cannot keep up with the speed and nature of attacks. Threat readiness, preparation, detection, and management services are all growth areas for cognitive solutions. Security is also evolving from being largely owned by the IT departments to being considered in the context of the whole business, which requires cooperation between IT and business. This will also help to change the paradigm within which security is considered across organizations. Here are some examples of such business operations improvements (as follows):

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- Carestream Health is using IPsoft's 1Desk platform to assist in employee onboarding processes for new employees that need a laptop, a cell phone, systems access, a corporate credit card, or a travel account. Carestream defines those processes and uses the 1Desk platform to automate their execution. This replaces the work and validation of two or three people across procurement, IT, and potentially other departments and reduces that workload to 10 minutes, without intervention. For processes that can't be automated, the tool creates a ticket to escalate the task to an employee. While this improves employee experience tremendously by making the onboarding process seamless and quick, it also increases the security of the information being processed and reduces the risk of errors that can trigger security and regulatory issues. For healthcare organizations, a slip-up in such a process (allowing someone access they shouldn't have, for example) raises issues in audits. 1Desk records the solutions to problems that create errors in the automated process requiring employee intervention, and the system continuously learns how to resolve those errors. This success is a win-win situation, with added security as a benefit that many will not notice but which is invaluable to their organization.

> "When they realized she (Amelia) was there to protect account security and help them weed out fraudulent users, they started to trust the process."
>
> *Customer Experience Director at online gaming company*

- For an online gaming company, augmented security was central to the value proposition of its pilot with Amelia to augment human advisors in answering customer inquiries. This company deployed Amelia initially to vet out fraud among their chat customers, flagging potential "phishers" to a human agent for additional authentication. While many would think that a human agent could better identify a fraudulent chatter, the company's Amelia pilot in chat found that the prescriptive flagging done by the cognitive agent was more efficient and effective. As this verification process previously accounted for a sizable portion of a conversation's duration, Amelia has been able to reduce chat handling time while improving security through fraud prevention. Additionally (and in reference to the change management and employee focus described earlier), this company was sensitive to their human advisors' perceptions of how this approach would automate a part of their jobs. The company found that with the right level of transparency, human advisors were enthusiastically on board with the pilot. "When they realized she (Amelia) was there to protect account security and help them weed out fraudulent users, they started to trust the process," said an IT executive from the company. It's a win for both employees and customers, and a boon for the efficiency and security of the organization.

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Intelligent operations of the future: cognitive is a lever for the OneOffice core

Business Leaders are increasingly looking to cognitive tech as an investment that can not only reduce costs but also improve experiences and create new revenue streams. The HfS Digital OneOffice, as defined below, provides the conceptual framework within which such outcomes can be achieved.

In a few months' time, we won't be talking as much about automation and digital technology; the conversation will have moved on to the critical "value levers" for operations, and how they can become embedded in the operations platforms of new generation organizations. We will be talking a lot more about OneOffice, where an integrated support operation has the digital capabilities to enable its organization to dynamically meet customer demand—as and when that demand occurs. OneOffice is realized when the needs and experiences of the customer are front and center to the entirety of business operations. The old barriers between customer and corporate operational functions (often referred to as front office and back office) are dissolved and the constraints of legacy ERP systems are minimized. This, in turn, allows the business to invest in digital technologies and capabilities that enable it to cater proactively to its customers' needs, at the forefront of the market. This provides for greater flexibility, enabling a rapid response if these needs change unexpectedly.

OneOffice, by definition

"OneOffice" is the conceptual framework for digital customer experience and for the creation of an intelligent, unified office to enable it.

"Digital" describes the design, implementation, and use of interactive channels that drive customer engagement with the enterprise (namely mobile, social, text, and chat).

"OneOffice" describes the enabling technologies for this (such as cognitive automation and streamlined, targeted analytics) that drive real-time predictive capabilities and an engaging digital experience for all stakeholders—customers, partners, and employees, alike.

OneOffice is where an organization's people, intelligence, processes, and infrastructure come together as a digitally integrated unit, with one set of unified business outcomes, tied to exceeding customer expectations.

> The OneOffice concept: creating a digital customer experience and an intelligent, unified office to enable and support it.

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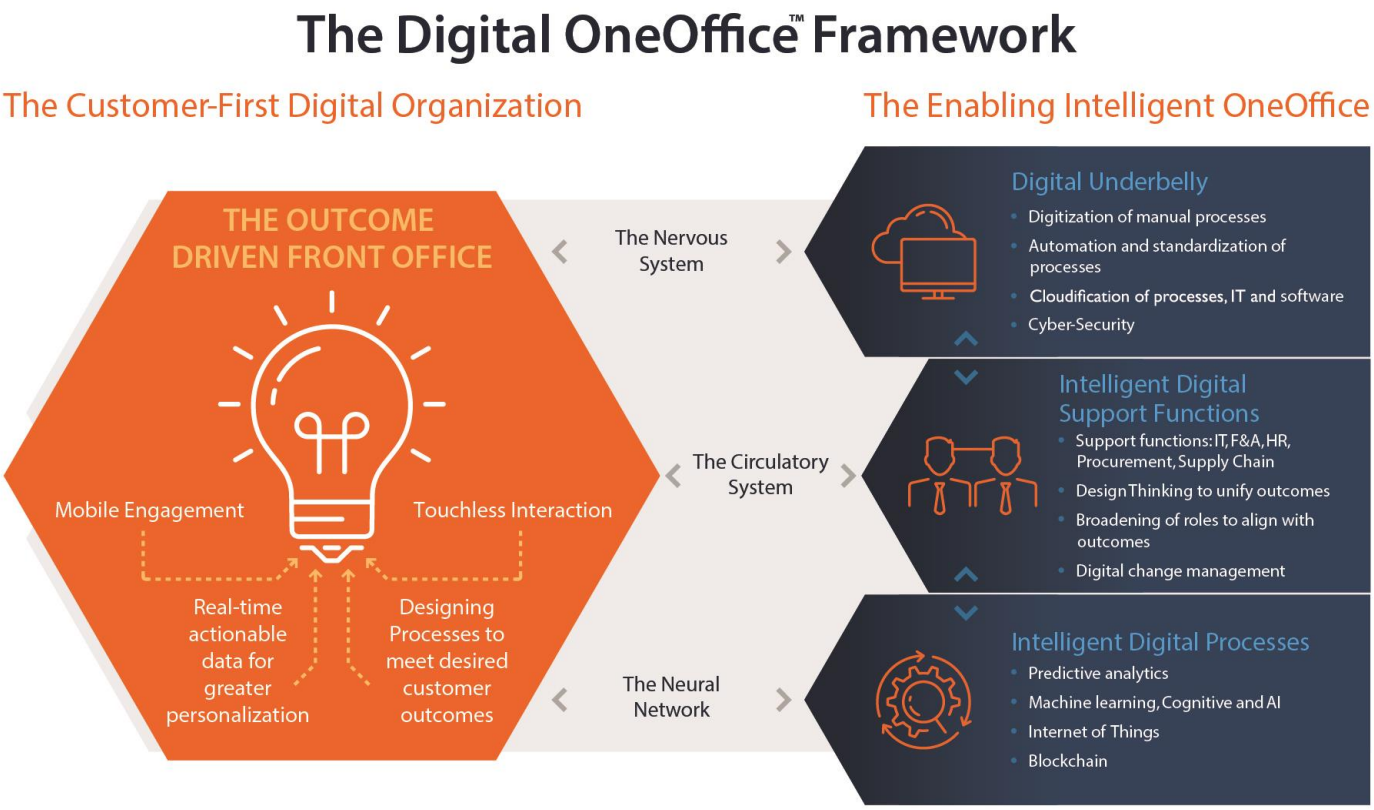
In short, OneOffice is the end game, where the digital organization can work in real-time, to cater to all of its clients, both internal and external. Cognitive technology will be a major tool-set to help organizations reach this less siloed, more efficient state.

Exhibit 4: **The Digital OneOffice framework**



Source: HfS Research, 2018

Collapsing the front and back office into OneOffice

Impediments to OneOffice: the challenges of aligning the enterprise

As simple as the concept may seem, the journey to OneOffice is fraught with challenges that every organization is likely to face. One of the biggest obstacles is centered around people: talent shifts and "legacy thinking" that often comes from a reliance on legacy systems within long-standing enterprises. Many organizations are struggling to break free of these mindsets. They are worried about how to cultivate talent moving forward. C-Suite teams view adopting a digital strategy and breaking free from legacy technology as critical for achieving OneOffice. Roadblocks that can hold back businesses include learning to change as an organization and learning to let go of past investments.

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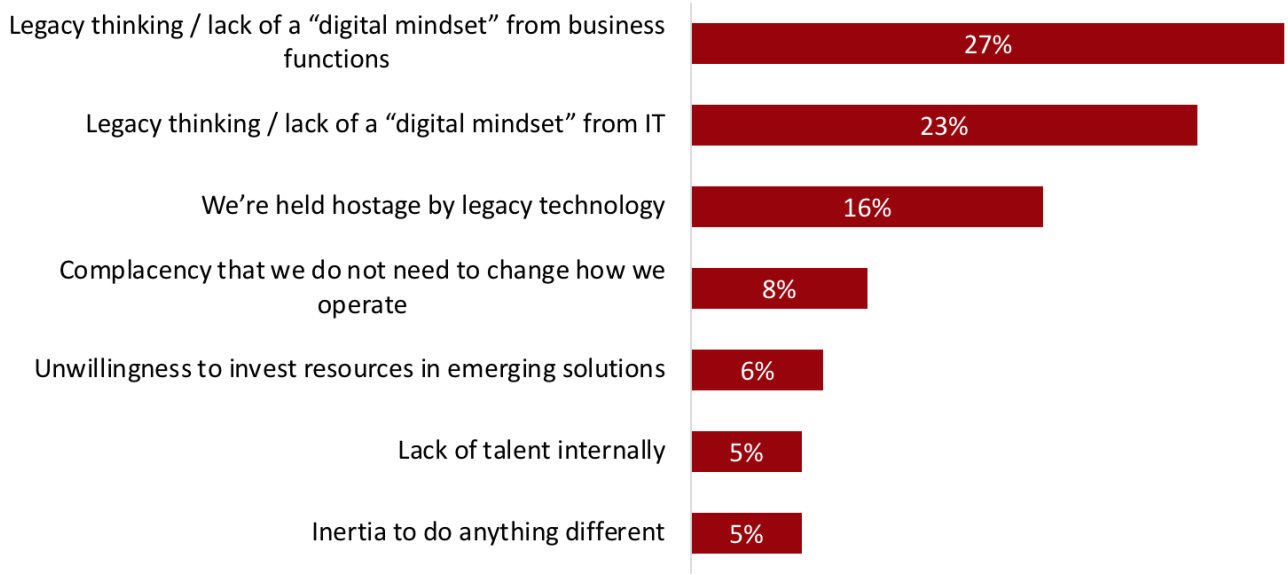
The C-Suite executives interviewed agreed that one of the biggest challenges at their companies is legacy thinking. This issue is not just about being tied to legacy technology, but rather it's a mindset of "this is the way we've always done it". Acknowledging legacy thinking is an essential step towards aligning the attitudes of stakeholders, focused on a positive outcome.

The impact of a potential talent shortage is another concern that we feel is going to be increasingly challenging moving forward, despite the fact that it was ranked relatively low by most respondents. One interviewee suggested a that business stakeholders might be "getting rid of people who know our processes" as a result of "chasing after the next shiny new object". For many buyers, it is important to retain people who know the business and its processes well, while allowing technology vendors and third-party partners to supply the scientists and technology talent. Other interviewees took a different approach, hiring cognitive experts and data scientists to help them navigate digital impact internally. The impact on talent is something that companies will need to think about as cognitive tech becomes more embedded in the organization.

Exhibit 5: **Challenges for OneOffice**

What are your greatest challenges for the execution of a OneOffice-like concept?



Source: HfS Research, 2018; Sample = 100 C-Suite respondents

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> For many buyers, it is important to retain people who know the business and its processes well, while allowing technology vendors and third-party partners to supply the scientists and technology talent.

Change management is a major challenge described to us by those considering investment in cognitive technology. Any organization going through a major business transformation is going to have to face hurdles thrown up by the consequent changes to systems, personnel, and talent development. Sometimes change management issues can be resolved by encouraging the adoption of, and a greater familiarity with, the tools. As one executive stated about his bank's implementation of Amelia for the helpdesk: the initial pilots iterated many times to resolve more and more conversations, until Amelia was able to handle 10% of its top inquiries (with an expectation of getting to 30%-40% by the end of 2018). Over time, this builds people's confidence in the tool; he likened it to a new employee who is being trained and is working to build-up the trust of his or her colleagues. Once it has been proven that the technology works and is providing benefits, there will be less concern about the consequential operational changes. It also increases the employee's willingness to learn, use, and embrace the new tools.

Cognitive agent technology can improve people's work and make their lives easier, and it can also have a positive impact on employee's career paths and their roles within an organization. "In the beginning, you have to reassure people, as long as you're willing to re-skill," said Gerson Benker of Carestream, an IPsoft 1Desk Beta customer. "You need to have people who believe it will work for them, in their favor." Employees won't always understand why these changes are happening. This is why companies implementing cognitive solutions must get an internal sponsor and find a strong business case to demonstrate the value this technology can have, not just for the existing work, but for future career paths. Other respondents described cognitive investments as being a morale booster, providing the path ahead for people to become process experts who work to constantly enhance customers' experiences.

> The more that cognitive can help take away irritating or mundane aspects of an employee's job and make it more rewarding, the more empowered and able he or she can be in supporting the customer.

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Transparency is also a key element. Trials and implementations should not be carried out behind closed doors, but in the open, with clear objectives and open discussions about impacts. This is incredibly important, especially due to the impact of employee experience on customer experience. The more that cognitive tech can help take away the irritating or mundane aspects of employees' work and make it more rewarding, the more empowered and able employees will be to support the customer.

How do you track the impact?

One of the main issues for enterprises piloting cognitive tech has been how to track and measure the impacts of all these investments. How does the online gaming company, for example, measure the value of protecting its customers' information from fraudulent activity? The results of a fraud-related incident can be manifold, including PR disasters and customer loyalty upheaval, and can often be intangible to quantify. Each organization described its own "learn as you go" approach, where testing, trying out different metrics, and Design Thinking all facilitate ways of measuring ROI and identifying the real impacts of cognitive investments.

Carestream Health is tracking user satisfaction and speed of resolution as success metrics for end-to-end automation. It is currently looking at improvements in resolution rates to calculate ROI. In particular, for growing companies and those experiencing a drastic increase in interaction volume, one of the main benefits is the ability to scale for increased demand. For the online gaming company, one of the main goals is to improve customer experience by cutting down on long wait times online. This company is currently testing IPsoft's Amelia to handle increased call volumes without the costs incurred by hiring more staff; it's a play for capacity with minimal cost. This company is still hiring human advisors, but also promoting and offering those employees supervisory, design, and testing opportunities to build their skills and develop their career paths.

> "You have to be good at two things: learning and change."
>
> *Gerson Benker, Vice President of IT Operations, Carestream Health*

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Using cognitive glue to construct OneOffice

» **Start by redesigning goals around your desired outcomes.** Once you know what problems you want to solve, figure out how to measure ROI and work to get rid of legacy metrics and out-moded thinking. Redesign goals around what you want to achieve; this will look different for different industries. Design-thinking-led approaches are one way to bring stakeholders from across the enterprise together, to deconstruct legacy thinking and ideas, and to tackle some of the issues around IT versus lines of business that we've described. What issues are you solving? Often customers (whether internal or external) are just looking for the fastest resolution to their issue. Aligning the entire organization's measurement to experience-focused outcomes is one way to make employee and customer experience a priority—and then work on executing clearly defined goals and action plans. This will be particularly useful as you evaluate the tools and services available in the vast and rapidly changing cognitive ecosystem. For simple issues, there may be an out-of-the-box tool; for more complex problems, it's likely that a highly customized combination of several solutions will be needed. Regardless, knowing and agreeing on the issues to be solved is essential.

» **Standardize and fix your data and processes before applying cognitive.** Any kind of automation can fail when applied to broken processes. Given the learning capabilities of cognitive tech, it's important to fix processes and make sure that the cognitive tech has access to all the necessary data, structured and unstructured. You need to set your organization up with enough standard processes in place and automate as many rote, well-defined, back-office tasks as possible, before integrating cognitive tech into the mix. Attempting an enterprise-wide cognitive initiative will take much more time and effort if you don't first clean up processes and get the basics right. That said, it's impossible to foresee every potential challenge and get it all right from the start, so being nimble and adaptable is just as important.

» **Put people and culture first.** A focus on change management and creating a transparent, inclusive culture is of utmost importance on the path to OneOffice. This includes personal change management for individual employees. As one interviewee put it, "You have to be good at two things: learning and change." Individuals remaining open to change and being willing to learn—these are key to making cognitive successful within OneOffice. Cognitive technology may replace human positions to an extent, but the overarching goal should be to make human work more meaningful (which, in turn, will lead to greater business success and employee satisfaction). Enterprises should also lean on their partners who have best practices and expertise for more successful implementations of cognitive tech.

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- **Foster a changing view of technology to account for cognitive capability.** Several executives mentioned that the advanced capabilities of technologies took them by surprise. These systems act and learn differently from traditional technology, and it is important to start viewing these tools as something to be *trained*, as opposed to programmed. The lessons learned by companies piloting cognitive agents included educating themselves more about the tool in the beginning. Some respondents described being surprised at the capabilities and learning as they go for the best approach to train the systems. The approach to implementing cognitive technologies must be fundamentally different than what has come before.

We have moved on from the first phase of omni-channel and front-end "digi-washing" (the all too common practice of putting up a "sexy" digital interface on the front end, which has no capability to engage meaningfully or execute business process). We are on the next phase of the journey to OneOffice; now begins the hard work of really connecting the back, middle, and front offices, using cognitive solutions as the glue that binds an integrated, intelligent organization.

To conclude, the Digital OneOffice framework should be mature enough to enable a range of beneficial outcomes, based on the ability of providers and their clients to create the most effective real-time digital experience (where teams function autonomously across front-, middle- and back-office processes to promote data flows and rapid decision-making, meeting defined outcomes more efficiently).

In short, the front-, middle- and back-office concepts will cease to exist. There will be, simply, OneOffice.

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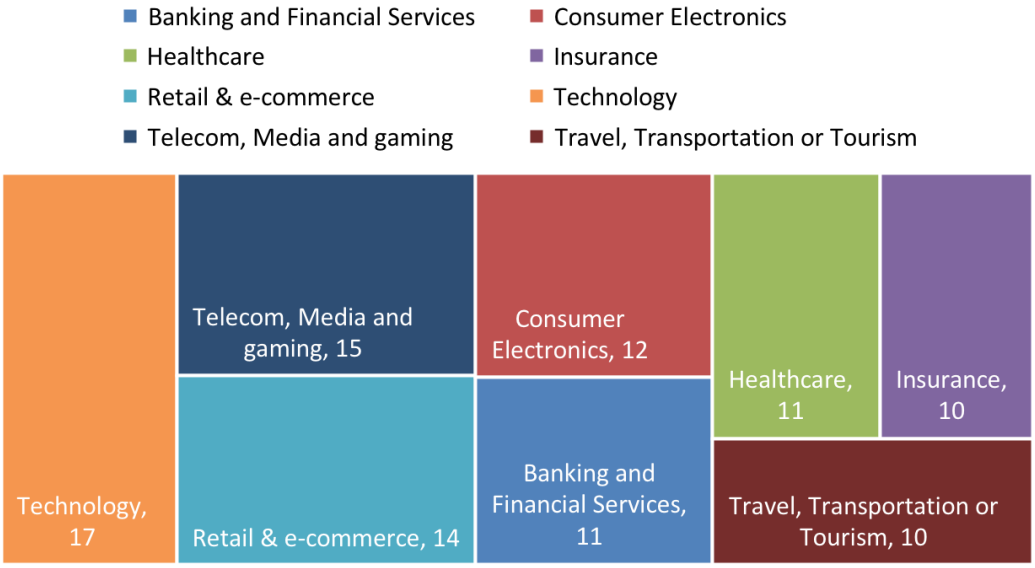
Research methodology

This study is based on the responses of 100 C-Suite executives in a survey that was piloted in December 2017 and fielded in January 2018. These interviews were a combination of phone and online surveys. Other specifics include:

- All companies had $500 million or more in revenue.
- The respondents' job profile was C-suite business leaders.
- Respondents were from North America (60%), Europe (20%), and Asia Pacific (20%).

Exhibit 6: **Industry groupings**



Source: HfS Research, 2018; Sample = 100 C-Suite respondents

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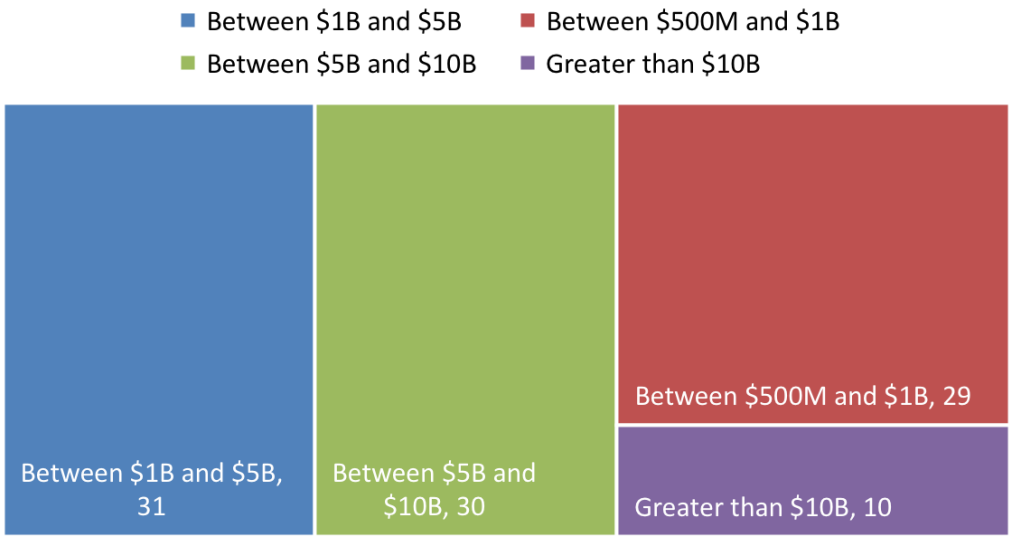
Exhibit 7: **Company size groupings**



Source: HfS Research, 2018; Sample = 100 C-Suite respondents

Exhibit 8: **Location groupings**

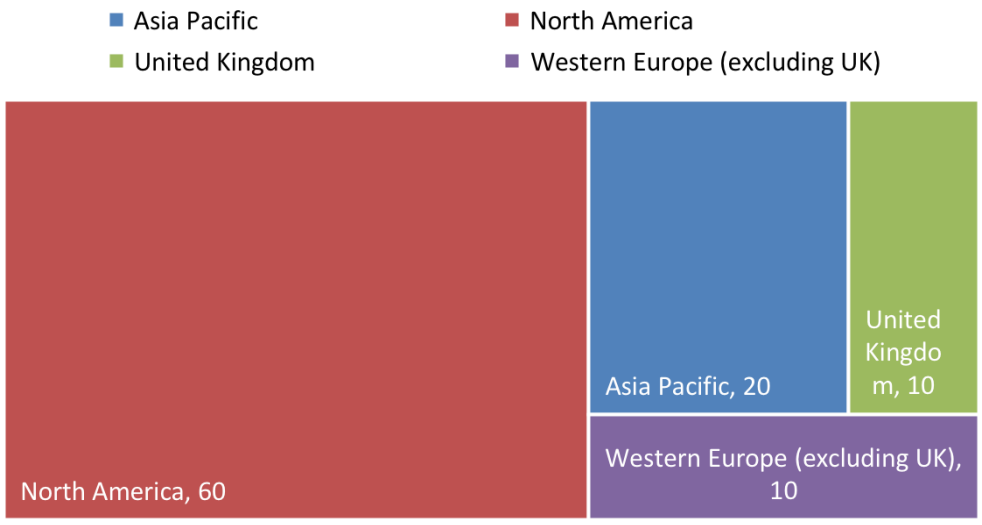


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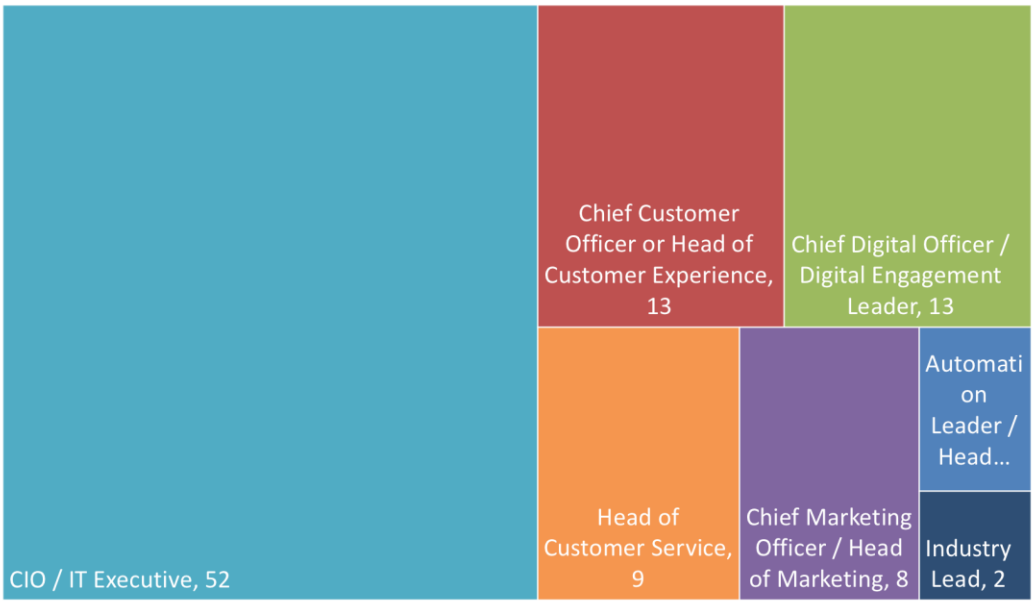
Exhibit 9: **Title groupings**



Source: HfS Research, 2018; Sample = 100 C-Suite respondents

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About the authors

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Melissa O'Brien is Research Director, Customer Engagement, Retail and Travel Strategies at HfS Research. Her research coverage includes customer experience management services, exploring ties with marketing operations and developing thought leadership around intelligent automation for contact center and vertically-specific customer engagement business processes. In addition, she focuses on key dynamics within the retail and consumer packaged good-industries, with regards to customer-centric strategies, intelligent operations and service delivery (view bio and contact details).

Phil Fersht| CEO and Chief Analyst

Phil is an acclaimed author, analyst, and visionary in IT Services and BPO, the Digital Transformation of enterprise operations and cognitive automation strategies. Fersht coined the terms "The As-a-Service Economy" and "Digital OneOffice", which describe HfS Research's vision for the future of global operations and the impact of cognitive automation and disruptive digital business models. Phil was named Analyst of the Year in 2016 (see link) for the third time by the Institute of Industry Analyst Relations, which voted on 170 other leading IT industry analysts (view bio and contact details).

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About HfS Research

HfS' mission is to provide visionary insight into the major innovations impacting business operations: automation, artificial intelligence, blockchain, digital business models and smart analytics. We focus on the future of operations across key industries. We influence the strategies of enterprise customers to develop operational backbones to stay competitive and partner with capable services providers, technology suppliers, and third-party advisors.

HfS is the changing face of the analyst industry combining knowledge with impact:

- ThinkTank model to collaborate with enterprise customers and other industry stakeholders
- 3000 enterprise customer interviews annually across the Global 2000
- A highly experienced analyst team
- Unrivalled industry summits
- Comprehensive data products on the future of operations and IT services across industries
- A growing readership of over one million annually.

The "As-a-Service Economy" and "OneOffice™" are revolutionizing the industry. Read more on HfS and our initiatives here.

About IPsoft

IPsoft is the world leader in Enterprise AI and the home of Amelia, the industry's most-human AI platform. Amelia's ability to learn, interact and improve over time makes her the market's only AI that can fully understand user needs and intentions. Amelia can be trained to recognize words and phrases in more than 100 languages. She delivers real-life business benefits including lower operating costs, higher customer satisfaction and increased employee productivity. IPsoft was the first company to launch an end-to-end digital labor platform, 1Desk, to deliver shared enterprise services. By connecting conversations to back-end systems, IPsoft automates business processes that serve employees, customers and citizens, resulting in rapid resolutions, satisfied users and substantial organizational savings.

Headquartered in New York City, IPsoft has offices in 16 countries and serves more than 550 of the world's leading brands directly, including more than half of the world's largest IT services providers.