



# Generative AI in the Workplace: the Co-worker of Tomorrow, Here Today

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Yugal Joshi, Partner Udit Singh, Vice President Prabhneet Kaur, Senior Analyst

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# Introduction

In the rapidly evolving technology landscape, AI has revolutionized the way we work. Now, generative AI is poised to redefine the foundations of workplace domains as we know them, promising a revolution that rivals even the industrial age. One of the most captivating aspects of generative AI is its democratizing potential, which makes this revolution highly believable.

We estimate that AI could eventually increase annual global GDP by 7%... this highlights the enormous economic potential of generative AI.<sup>1</sup>

As generative AI continues to demonstrate its potential across various technology markets, it has inevitably made a resounding impact in the digital workplace market. Its influence on core workplace domains, including service desk, deskside support, and Unified Communication and Collaboration (UCC), is evident. Empirical evidence for generative AI's success in the service desk has already started to emerge, despite the novelty of generative AI solutions. Multiple enterprises claim to have reduced service desk ticket volumes by 10-15% or increased agent productivity by 10-20% through various generative AI use cases and platforms. To top it all off, integrations with popular workplace applications such as ServiceNow and Office 365 are facilitating seamless adoption and implementation.

In this viewpoint, we will explore generative Al's transformative power in the workplace, analyzing how it reshapes workplace domains, enhances productivity, and fosters innovation. The workplace, as we know it today, is on the brink of a monumental transformation, with generative Al at the helm, steering us toward a future that blends human ingenuity with the infinite capabilities of Al.

This viewpoint focuses on:

- Transforming the digital workplace through generative Al
- Navigating the generative Al landscape with intention and insight
- Seizing opportunities with generative AI

Buyers can use this report to understand the rapidly evolving space, identify the best-fit workplace use cases, unravel the challenges generative AI may entail, and understand the considerations necessary for generative AI's successful implementation in the workplace.

<sup>1</sup> The potentially large effects of AI on economic growth, Goldman Sachs

#### Transforming the digital workplace through generative AI

#### Investing in generative AI

Generative AI offers numerous benefits to enterprises looking to enhance their digital workplaces. Below, we will elaborate on these advantages, highlighting how generative AI brings transformative benefits to key aspects of the workplace.

62% of executives say generative AI will disrupt how their organization designs experiences.<sup>2</sup>

#### **Enhancing experience**

Generative AI presents a significant opportunity for enterprises to address underlying Employee Experience (EX) issues within the workplace. While there has been a significant emphasis on improving EX in recent years, it has primarily targeted a select group of users such as senior executives, knowledge workers, data analysts, project managers, and corporate function specialists. Additionally, the measurement aspect has mainly relied on quantifiable metrics that focus on the extrinsic value of workplace services such as device performance and application performance. This narrow focus has led to what is often referred to as the **watermelon effect** of metrics, where service-level metrics are met, but employees remain dissatisfied with workplace services despite enterprises' focus on EX enhancement. However, generative AI has the potential to shift the spotlight to encompass all workplace users and intangible aspects, creating a truly holistic, experience-centric workplace. It can achieve this by stimulating creativity, fostering curiosity, and enhancing employee productivity, thereby addressing the broader spectrum of EX challenges

In 2023, more than 55% of CXOs believe that improving value realization is the topmost priority.<sup>3</sup>

#### Maximizing value

We are currently in an era where workplace services prioritize immediate value generation, departing from the traditional **value later** approach. In this context, generative AI perfectly aligns with this strategic shift by offering a proposition that features low initial investment requirements, self-funding workplace modernizations, and a quicker Return on Investment (RoI). This aligns seamlessly with the goal of extracting maximum value from workplace transformations – a puzzle that enterprises have long sought to solve. Furthermore, multiple technology providers have either already integrated generative AI into their offerings or have plans to do so. This means that experimenting with and scaling this technology will become even more cost-effective, delivering immediate value to enterprises

A generative AI model enabled inexperienced agents to resolve 35% more chat-based issues per hour.<sup>4</sup>

- 2 Oxford Economics
- 3 Everest Group research with enterprises in Europe, with 442 responses
- 4 Massachusetts Institute of Technology

#### **Empowering efficiency**

Generative AI is emerging as a powerful enabler for individuals in the digital workplace, offering immense potential for both employees within enterprises and the resources facilitating workplace services. Imagine this scenario: each employee having a personalized work assistant – an assistant meticulously trained to understand their work routines, preferences, and job responsibilities. As generative AI assumes the burden of repetitive and mundane tasks, it will liberate employees, empowering them to focus on strategic and value-added pursuits that are truly irreplaceable.

#### Harnessing generative Al's power across workplace domains

While it is evident that generative AI offers multiple benefits across overall workplace services, it is vital to understand the key enterprise needs/challenges within critical workplace domains and recognize the power of generative AI in addressing them. Exhibit 1 outlines a comprehensive overview, supported by illustrative statistics and use cases across various workplace domains.

#### **EXHIBIT 1**

Generative Al's power across workplace domains

Source: Everest Group (2023)

Workplace domain	Enterprise needs/challenges	Generative Al's power
Service desk	<ul> <li>One of the top five technology themes mentioned by global enterprises as their future workplace priorities is the implementation of a shift-left strategy, which involves self-help, self-healing, and automation<sup>5</sup></li> </ul>	<ul> <li>Agents with just two months of tenure, when assisted by generative AI, perform at the same level as agents who have been with the company for over six months<sup>6</sup>. This can be achieved through use cases such as automated anomaly detection and real-time knowledge article recommendations</li> </ul>
	<ul> <li>Personalizing and enhancing the employee experience within the service desk remains an ongoing challenge for organizations</li> </ul>	<ul> <li>Integrating generative Al-based intelligent chatbots into core workplace platforms such as Microsoft Teams and automating follow-up tasks can improve Customer Satisfaction (CSAT) scores by 10-20%</li> </ul>
UCC	<ul> <li>Adopting and effectively utilizing UCC platforms are essential for maintaining employee productivity</li> </ul>	<ul> <li>Generative AI tools have demonstrated a 37% reduction in the time required for writing and communication tasks, coupled with enhanced quality<sup>8</sup></li> </ul>
	<ul> <li>Addressing the challenge of replicating the office-based experience and platform performance in a remote setup is vital, as 65% of the employees</li> </ul>	<ul> <li>Implementing contextualized employee training and surveys through generative AI features within UCC platforms, such as Microsoft Teams, can enhance user proficiency and satisfaction</li> </ul>
	working from home feel less connected to their colleagues <sup>7</sup>	<ul> <li>Identifying collaboration patterns with teammates and automatically scheduling regular team meetings can</li> </ul>

- 5 Everest Group Digital Workplace Enterprise Pulse Report 2023
- 6 National Bureau of Economic Research
- 7 Workplace Communication and Collaboration (WCC): Enabling Employee Engagement and Belongingness with Metaverse Adoption 2022
- 8 Tech Council of Australia

contribute to better engagement for remote employees
 Implementing cognitive search optimizations for efficient knowledge management and utilization can streamline

workflows and improve productivity

#### **EXHIBIT 1 (continued)**

Generative Al's power across workplace domains

Source: Everest Group (2023)

## Workplace domain

#### Enterprise needs/challenges

## Asset management

 Data accuracy and completeness represent one of the key challenges

faced by enterprises in asset

management services9

 Achieving efficient device lifecycle management remains a challenging endeavor, involving a delicate balance between cost considerations and enhancing the user experience

#### Generative Al's power

- Implementing generative AI-based automated data collection, validation, and reconciliation processes empowers organizations to maintain an up-to-date and accurate Configuration Management Database (CMDB)
- Generative AI can analyze usage patterns and performance metrics to generate insights regarding the optimal replacement time for devices and predict device end-of-life, ultimately optimizing expenses and ensuring operational efficiency
- Leveraging IoT-based connected equipment data processing to predict and prevent breakdowns

### Field support

- Al-based planning and resolution is one of the top enterprise requirements in field support<sup>9</sup>
- Inefficient scheduling and issue resolution leads to higher resolution times
- Customized predictive equipment maintenance programs through deep AI, based on organizations' needs, can increase field agent productivity
- Optimized scheduling, which assigns work orders to the most suitable field technicians, enables faster issue resolutions and enhances employee satisfaction

## Workplace security

- More than 3.4 million skilled cybersecurity professionals are currently required globally, leading to a high workplace security talent shortage<sup>10</sup>
- Inefficient threat detection and increased cybersecurity attacks
- Generative AI accelerates learning, upskilling, and reskilling talent in the cybersecurity field, relieving stress on workplace security experts through machine-speed triaging, predictive remediation, and automated responses for low-risk incidents
- Generative Al-based Advanced Hunting query can be utilized to identify the most recent logon events executed by email recipients within a 30-minute window, significantly enhancing security efficiency<sup>11</sup>. Hence, by analyzing vast amounts of data from multiple sources, generative Al enables the detection of malicious patterns, reduces alert fatigue, and improves Mean Time to Detect or Discover (MTTD) and Mean Time to Restore (MTTR)

<sup>9</sup> Digital Workplace State of the Market: Are Value Leakages Sinking Your Workplace Strategy?

<sup>10</sup> ISC2 Cybersecurity Workforce Study

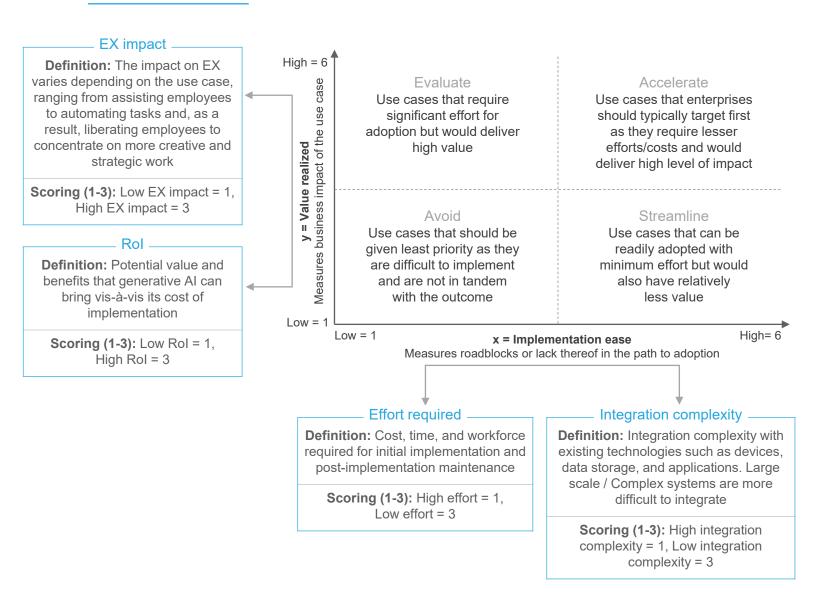
<sup>11</sup> Cloud Security Alliance

# Evaluating generative AI use cases: striking a balance between value generation and implementation complexity

As mentioned earlier, generative AI can effectively address enterprise needs and mitigate the challenges they face. However, for enterprises looking to invest in this space, the vital question is — Which generative AI use case(s) best align with their unique objectives and challenges? The answer, however, is not straightforward. Each enterprise has distinct goals and obstacles, necessitating a tailored evaluation criteria that precisely aligns with their objectives.

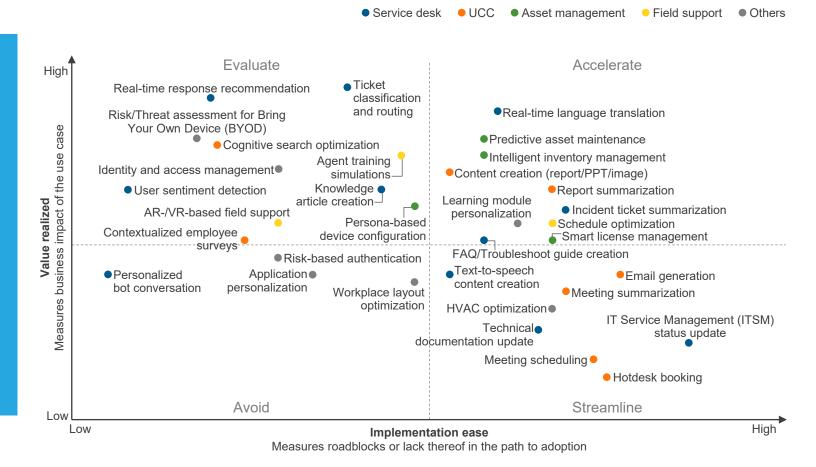
To facilitate this evaluation process, we have endeavored to create a simple yet effective model (see Exhibit 2, below) to assess the adoption of generative AI use cases within workplace domains.

**EXHIBIT 2**Generative AI use case evaluator
Source: Everest Group (2023)



Utilizing the generative AI use case evaluator model described above, we have conducted an evaluation of selected use cases across workplace domain, as illustrated in Exhibit 3. This evaluation illustrates the decisions that an enterprise could make based on the use case's scores on the x and y dimensions.

**EXHIBIT 3**Prioritizing generative Al use cases across workplace domains Source: Everest Group (2023)



Enterprises can explore additional use cases and consider other evaluation parameters such as the required level of contextualization, availability of training data, computing power requirements, and privacy concerns. Furthermore, to strengthen the model's reliability, an alternative approach could involve assigning weightage to the different variables along the two dimensions. Through further refinement, the model will become more tailored and adaptable, evolving into a powerful decision-making tool for enterprises seeking to fully harness generative Al's potential and identify the best-fit generative Al use cases for their specific environment.

#### The future of workplace with generative AI

We envision that the next few years with generative AI in the workplace will be vital. It is important to acknowledge the dynamic landscape that this technology is poised to influence. The framework in Exhibit 4 provides a visionary glimpse into the evolutionary trajectory, offering insights into how generative AI is likely evolve and transform various aspects of the digital workplace. As represented in the following framework, the evolution will take the form of a delayed 'S-curve'; however, the plateau is still far away.

**EXHIBIT 4**The future of the workplace with generative Al Source: Everest Group (2023)

	Experiment	Enablement	Enrichment
Characteristic	+AI: considered as add on	Al+: necessary component	Al++: Core component
Workplace adoption	<ul><li>Analytics – root cause</li><li>Workflow automation</li></ul>	<ul><li>Intelligent assistant</li><li>Copilot</li></ul>	<ul><li>Bring Your Own Gen AI (BYOG)</li><li>Advanced collaboration</li></ul>
Human-Al Synergy	Humans enabled by Al	Al enabled by humans	Al enabled by Al; humans consume
Challenges	<ul> <li>Expensive customization</li> <li>Stakeholder buy-in</li> <li>Integration complexity</li> </ul>	<ul> <li>Data preparedness</li> <li>Privacy &amp; governance</li> <li>Al literacy &amp; skill gap</li> </ul>	<ul> <li>Adherence to Al regulations</li> <li>Al supremacy concerns</li> <li>Workforce &amp; business transition</li> </ul>
	Generative A Cognitive AlOps		

# Navigating the generative AI landscape with intention and insight

The opportunities of generative AI in the digital workplace are expanding and evolving rapidly. Enterprises worldwide are strategizing how to seize these opportunities to their fullest advantage. Partnering with a technology provider seems almost inevitable, considering the financial, technical, and time-related aspects involved. It is worth noting that there are already over 300 start-ups operating in the generative AI space, and large technology and service providers are investing billions of dollars in this market. Consequently, the next vital question for enterprises to address is whom to partner with?

#### Innovators and disruptors in the generative AI space

Al's emergence has indeed sparked a significant transformation, with numerous start-ups being created and a surge of energy occurring within technology providers, particularly those focusing on generative Al. Various types of innovators and disruptors in the generative Al space are driving this wave of change. Exhibit 5 examines some of these organizations with generative Al capabilities and explores the potential partnership benefits that enterprises can leverage from them.

#### **EXHIBIT 5**

Assessing the impact of collaborating with diverse generative AI providers Source: Everest Group (2023)

#### Type

# Tech giants: Having achieved dominance in the technological universe, they are exerting immense influence on the industry with regard to generative AI

#### Prominent providers

- Microsoft, with its US\$10 billion investment in OpenAl in 2023, has not only enabled the creation of ChatGPT but has also embedded it into Bing search. Furthermore, Microsoft launched Microsoft 365 Copilot, which offers multiple use cases across workplace domains, enabling knowledge creation, knowledge search, and user empowerment
- Google introduced Bard and PaLM 2, an improved version of its Large Language Model (LLM) with multilingual capabilities and enhanced reasoning abilities to further challenge OpenAl. Additionally, Google announced a host of generative Al-powered features for its Workspace apps such as Google Docs, Gmail, and Sheets, providing versatile use cases across workplace domains and applications

#### Partnership impact

- Lower risk due to robust technological capabilities
- Increased credibility and greater market mindshare due to association with such established providers
- Internal resource upskilling facilitated through partnership with tech giants
- Opportunities to explore cutting-edge technologies

#### **EXHIBIT 5 (continued)**

Assessing the impact of collaborating with diverse generative Al providers

Source: Everest Group (2023)

#### Type

#### Prominent providers

#### Partnership impact

#### Prominent technology providers: Focused on problem-solving, exploring, and discovering new realms of opportunity within generative AI

- Mosyle is an endpoint management platform designed for Apple devices. It empowers administrators to create custom compliance rules, monitor device performance, and ensure seamless OS updates using natural language commands
- Anthropic integrates with Zoom and Slack, offering use cases such as processing chat transcripts, workflow automation, and answering how-to queries through conversational generative AI. It places a special emphasis on enterprise data privacy
- Otter.ai seamlessly integrates with Google Meet, Zoom, and Microsoft Teams. It can generate automated meeting notes, automatically capture key presentation slides, and provide conversational AI assistant for immediate answers on important meeting action items, eliminating the need to review entire notes/recordings

- Co-creation and collaboration opportunities arise given the explorative nature of technology providers
- Opportunities for building contextualized use cases for specific enterprise business needs

#### Start-ups:

Venturing into the generative AI domain, drawn by recent widespread interest, and are capturing attention with their bold vision

- Since the launch of ChatGPT in November 2022, more than 300 start-ups have entered the generative Al domain, gaining attention from both customers and investors
- Generative Al-based start-ups have received investments totaling between US\$1-2 billion in this relatively short period

**Note:** Everest Group intends to allude to the fact that there is a market bubble, and some of these start-ups may not succeed

- Potential for innovation and breakthroughs
- Partnerships with early-stage start-ups may be uncertain and less reliable
- Commitments and outcomes may not align as expected

Enterprises need to evaluate various generative AI technology and solution providers to identify the best-fit partners. Additionally, they should consider robust providers capable of offering comprehensive implementation support for generative AI use cases across workplace domains. Furthermore, large providers can serve as a bridge to connect with technology giants, prominent technology providers, and

start-ups, facilitating knowledge exchange and latest generative AI capabilities' adoption. To make informed decisions about selecting the right partners, enterprise stakeholders must ask essential questions such as:

- Will the partner offer flexibility in selecting the generative AI platform that aligns best with our environment?
- Will the partner facilitate the achievement of our strategic objectives regarding sustainability and security?
- What were the measurable benefits achieved in their previous generative AI engagements?
- Are they open to developing joint solutions or co-innovating solutions?

#### Unraveling the challenges of generative AI adoption

The next section of this viewpoint will address potential pitfalls and challenges associated with adopting generative AI. It is essential for enterprises to look beyond the excitement and optimism and adequately prepare themselves to ensure the successful implementation of generative AI in the workplace.

#### Data preparedness

To achieve optimal outcomes, implementing generative AI use cases and platforms requires extensive training using enterprises' existing data. Across different workplace domains, enterprises encounter various data-related challenges such as limited availability of well-classified historical ticket data, lack of up-to-date asset database for devices and applications, and a shortage of relevant knowledge articles for frequently occurring issues. It's worth noting that most of the existing LLM models are trained on unfiltered data from the internet, including social media feeds, publications, and e-journals. This data can contain inherent biases and errors. Therefore, enterprises must ensure that they have up-to-date and clean databases to train these models within their environment. This approach will result in more accurate solutions and responses.

Detecting and mitigating a model's logical mistakes, or hallucinations, is a critical step toward building aligned AGI [or Artificial General Intelligence].

Karl Cobbe, Mathgen researcher at OpenAl

#### Privacy and governance

User privacy and enterprise data security continue to be significant concerns in core workplace operations. Generative AI presents both challenges and solutions in addressing these concerns. Foundational model providers are actively striving to safeguard enterprise data and distinguish themselves from their competitors. For example, Microsoft<sup>12</sup> has announced its intention to offer private GPT for customers and has also introduced Security Copilot<sup>13</sup> to identify breaches.

Legislative bodies in 127 countries passed 37 laws in the past year that included the term **artificial intelligence**.

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- 2023 State of Al in 14 Charts, Stanford University

<sup>12</sup> Microsoft Press release

<sup>13</sup> Ibid

However, multiple generative AI use cases, such as conversational chatbots within the service desk, gather personal and organization-specific data to provide tailored resolutions. This data can be used to train models for multiple organizations, potentially jeopardizing privacy. As enterprises integrate generative AI capabilities into their core workplace operations, they must confront a vital question: who is responsible for ensuring the privacy and legality of the results generated by these intelligent systems? Enterprises need to work closely with technology and service providers to establish and enhance privacy and governance safeguards tailored to their organization, industry, and geographical requirements.

#### Sustainability conundrum



# Office equipment accounts for 7%, or US\$1.8 billion, of the total commercial electricity costs. – American council for an energy-efficient economy

Employees and workplaces already produce significant amounts of carbon emissions and e-waste through their device usage. Furthermore, the adoption of generative AI without careful sourcing considerations is exacerbating the carbon footprint for enterprises. Training generative AI models and running inferences requires massive amounts of computing power and cloud data center capabilities, ultimately resulting in increased energy consumption. As sustainability goals become increasingly imperative for enterprises due to evolving regulations, workplace executives' variable compensation is now tied to sustainability objectives, and employees' expectations from their organizations are shifting in this regard.

Therefore, enterprises must evaluate and compare the impact of different generative AI solutions to avoid the adoption of technologies with high carbon footprint. Some methods to mitigate this issue include:

- Reusing generative AI models and resources
- Deploying models in clean energy data centers, such as those in Quebec
- Monitoring the carbon footprint of Al activities using tools such as CodeCarbon and ML CO<sub>2</sub> Impact

#### Seizing opportunities with generative Al

#### Generative AI adoption in the enterprise landscape

Multiple enterprises across various workplace domains have adopted generative AI use cases and solutions, and they have realized tangible benefits from these investments. Exhibit 6 showcases a selection of compelling case studies, featuring well-established enterprises that have successfully utilized generative AI to address diverse workplace-specific requirements.

#### **EXHIBIT 6**

Success stories of generative AI in action

Source: Everest Group (2023)

#### Enterprise case

#### Lloyds Banking Group, a British financial institution, faced challenges in fulfilling user needs with its existing web and mobile applications

#### Generative AI solution

# The firm started leveraging an LLM-based solution for their virtual assistant. This enabled them to:

- Reduce unsuccessful searches
- Improve the performance of the virtual assistant
- Personalize search results for its users

#### Benefits realized

- Achieved 80% reduction in manual effort
- Achieved accuracy rates of up to 90% for automated tasks

JetBlue, a US-based airline with an annual revenue of US\$6.04 billion, was facing challenges with enhancing the productivity and experience of its crewmembers and customer support team

The organization partnered with ASAPP, an AI platform provider, to offer generative AI-based real-time voice transcription and analytics specifically designed for its service desk. This resulted in:

- Automated responses and actions based on ML while streamlining micro-processes and routine tasks for crew members
- User sentiment prediction for 100% of conversations and applying real-time trend and anomaly detection

- Saved an average of 280 seconds per chat
- Saved roughly 73,000 hours of agent time in a single quarter
- Improved CSAT scores

**Siemens**, the German industrial manufacturing conglomerate, sought a generative AI solution to enhance tax-related internal communication and collaboration

The firm implemented a generative AI model to classify and summarize tax-related communication on Microsoft Viva Engage. This empowered its tax consultants by providing:

- Contextual workflow prompts to aid in classifying conversations
- The ability to generate summaries concerning taxation and regulatory changes from posts

- Approximately 90% accuracy in binary classification
- 85%-90% accuracy for multi-class classification
- Less than five seconds to classify each post

#### Key considerations for implementing generative AI

In the dynamic landscape of generative AI adoption in the workplace, enterprises require an ENLIGHTened approach for this transformative journey. The following ENLIGHT model will illuminate the pathway for harnessing generative AI, addressing challenges, and effectively seizing associated opportunities:

- Employee-centric: Just like any other workplace transformation, employee-centricity remains vital for the success of generative Al-based solutions. Many workplace tasks require human skills such as creativity, empathy, critical thinking, and decision-making, which Al cannot easily replicate. Therefore, enterprises must prioritize employee inclusion as core element of their generative Al architectures at every stage of development
- Navigation with insight: Given that generative AI is a relatively new domain, enterprises must
  exercise due diligence at every step. This includes partnering with the best-fit technology and service
  providers and adopting use cases that align most effectively with their business objectives
- Literacy on AI: Multiple employees interact with some form of generative AI today, but they often lack a deep understanding of the technical nuances, implications, and appropriate applications of the technology. Enterprises must invest in equipping their workforce with the necessary knowledge about the technology and its responsible use
- Innovation alignment: Enterprises must ensure that their generative AI initiatives align with their unique innovation strategies. Rather than blindly following the strategies of their peers or market leaders, they should tailor their approach to their specific goals and challenges
- **G**overnance and ethics: Setting the right governance and security guidelines, starting right from data collection is essential. A robust, end-to-end, centralized governance system should be established to ensure ethical and responsible operation. This includes transparency, accountability, fairness, and compliance with regulatory requirements
- Holistic adaptability: Generative AI is a very dynamic space, with new use cases, solutions, and challenges emerging regularly. Enterprises should foster a culture that embraces change, encourages continuous learning, and supports the seamless integration of generative AI technologies into their operations
- Tangible value: According to a recent Everest Group survey, improving productivity and efficiency
  remains the top objective for enterprises, while cost pressure is a significant business challenge.
  Therefore, enterprises must clearly define their expected business outcomes and ensure they realize
  tangible value from their generative AI investments in the near future. This requires a well-defined
  internal strategy and outcome-oriented commitments from partners

#### Conclusion

In the ever-evolving landscape of the digital workplace, generative AI has emerged as a transformative force, redefining its very foundations. This technology is not only reshaping workplace domains and addressing current needs but also fostering innovation and enhancing the employee experience. Here are some key takeaways regarding the impact of generative AI in the workplace:

- Generative Al-based use cases can deliver both tangible and intangible benefits across workplace domains
- To navigate this evolving landscape successfully, organizations need a combination of strategic agility and carefully selected partnerships
- Unlocking the potential of generative Al involves tactically facing certain challenges, especially related to data readiness, privacy concerns, and sustainability
- Enterprises should not only acknowledge the potential pitfalls but also embrace the ENLIGHT framework as they embark on this journey



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For more information about Everest Group, please contact:

+1-214-451-3000 info@everestgrp.com



For more information about this topic please contact the author(s):

Yugal Joshi, Partner yugal.joshi@everestgrp.com

Udit Singh, Vice President udit.singh@everestgrp.com

Prabhneet Kaur, Senior Analyst prabhneet.kaur@everestgrp.com

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