Supply Chain Services, 2023

Covering the leading service providers in enterprise supply chain innovation

April 2023

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The term “supply chain” is a misnomer for meeting the realities of today’s world. It connotes linear and constrained thinking. We need to break free. It’s time to unchain your supply chain.

Saurabh Gupta, President, Research and Advisory

The pandemic coerced enterprises to prioritize resilience in their supply chain management and modernization programs. They are achieving this by increasing supply chain visibility, limiting human intervention, and creating multiple fallback options at a process level, such as source-to-pay (S2P). This newfound focus transcends the traditional linear, albeit constrained, approach of supply chain management. Gradually, the industry is inching toward a connected, autonomous, sustainable, and collaborative supply chain paradigm.

Ashish Chaturvedi, Practice Leader
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Introduction and the HFS view of supply chain
Introduction

The health of most enterprise businesses depends on the strength of their supply chains. Today’s enterprises are grappling with unprecedented challenges, including disrupted supply from hubs like China, heightened sustainability expectations, lack of resources, and increasing raw material and fulfillment costs. Service providers are helping enterprises to improve their inventory allocation through artificial intelligence (AI) and machine learning (ML) algorithms, optimize supplier management through dynamic supplier management systems, improve visibility by building advanced control tower solutions, and reduce people dependency by introducing automation across processes. The objective is that enterprises should be able to detect and react to “change” quickly, transforming from linear to circular to eventually autonomous supply chain networks.

HFS Horizons Report: Supply Chain Services, 2023 assesses how well service providers are helping their supply chain clients embrace innovation and realize value.

- **Horizon 1: Linear supply chains** drive functional optimization outcomes within the supply chain through cost reduction, speed, and efficiency.

- **Horizon 2: Circular supply chains** have Horizon 1 attributes plus drive circular supply chains with a strong sustainability narrative and the ability to transform end-to-end supply chains, creating unmatched stakeholder experience with a “OneOffice” mindset.

- **Horizon 3: Autonomous supply networks** have Horizon 2 attributes plus a networked and autonomous vision of supply chain, driving completely new sources of value with a “OneEcosystem” approach.

This study evaluates the capabilities of 18 providers across the HFS definition of supply chain, based on a range of dimensions to understand the Why, What, How, and So What of their service offerings.

This highlights the value-based positioning for each participant across the three distinct horizons. It also includes detailed profiles of each service provider, outlining their provider facts, strengths, and development opportunities.
HFS Horizons, supply chain services, 2023
Aligning enterprise objectives with service provider value

Horizon 3 is the autonomous supply network
Service providers demonstrate Horizon 2 capabilities, plus
- Networked and autonomous vision of supply chain “systems” driving new value
- Supply chain consulting, technology, and managed services at scale
- Ability to influence systemic change across the global sustainability context
- Robust ecosystem of strategic and delivery partners integrated into offerings
- Market-leading investments with differentiated IP, frameworks, and technology
- Driving co-creation with both the client and partner ecosystem
- Perceived as a thought leader with purpose-led relationships

Horizon 2 is circular and cross-organizational
Service providers demonstrate Horizon 1 capabilities, plus
- Driving circular supply chains with strong sustainability narrative
- Ability to transform and support clients across end-to-end supply chains
- Bringing together all the capabilities of the provider and client organizations
- Referenceable and satisfied clients for ability to innovate and execute
- Strategic clients and ecosystem partners with outcome-driven relationships

Horizon 1 is optimization and outcomes
Service providers demonstrate
- Can drive functional digital transformation via cost reduction, speed, and efficiency
- Established supply chain practice; client and partner-backed technical capability
- Clearly defined go-to-market strategy and value proposition
- Emerging sustainability narrative
- Emerging ecosystem of partners
- Primarily a vendor-client relationship with mainly effort and input-driven engagements
HFS definition of supply chain services: a network, no longer a linear value chain

Supply chain services

**Planning and design**
- Strategic planning (demand, capacity, sales, and operations)
- Scenario simulation
- Network design
- MDM

**Order management**
- Order entry
- Order maintenance
- Order reporting
- Forecasting
- Demand planning and promotion management

**Inventory management**
- Inventory strategy and forecasting
- Inventory reporting
- Replenishment ordering
- Spare parts planning
- CFPR across clients

**Transportation management**
- Shipping and freight requests
- Transportation strategy
- Carrier management
- Operating a 4PL
- Transportation planning

**Enabling technologies**
- RPA, process mining, artificial intelligence, smart analytics, blockchain, IoT, cloud, mobility, 3D printing, mobility, 5G

**Operating models**
- Shared services, outsourcing and offshoring, global business services, BPaas/SaaS/IaaS, CoE

**Methodologies**
- Application development and maintenance, intelligence and decision-making, infrastructure management, security management, ERP, PLM

**Supply chain sustainability**
- Carbon footprint management
- Traceability and transparency
- Ethical sourcing vs modern slavery
- Reporting, legal, and compliance

**Aftermarket services**
- RMA management
- Approving returns
- Customer service
- Warranty management
- Control tower services

**Procurement and sourcing**
- Strategic sourcing
- Category management
- Contract management
- Supplier management
- Transactional procurement
Executive summary and market dynamics
Executive summary (page 1 of 2)

1. What's happening?
   - Supply chain is no longer an operational conversation topic. It has become a boardroom discussion as supply chain disruptions form one of the top-three macro-environmental factors impacting enterprises. Building resilient supply chains, sourcing challenges, cybersecurity concerns, heightened sustainability demands, and talent drought are some of the biggest challenges enterprises grapple with. Nearly 80% of enterprises expect their supply chains to become more circular (Horizon 2) and networked (Horizon 3) in the next two years. While relatively few engagements include sustainability in the current scope, we expect strong growth in these services over the next two years. Third-party providers are primarily leveraged for supply chain planning and order and inventory management activities. A robust ecosystem of partners to deliver various supply chain services is emerging.

2. Key observations
   - **The linear-circular-networked supply chain market vision is still nascent.** Although service providers attested to the hypothesis that linear supply chains would evolve to become circular and eventually autonomous networked chains, the current supply chain discourse pivots around visibility, resilience, and modernization. So, the hypothesis implicitly applies but is not an explicitly defined goal.
   - **Sustainability offerings have evolved but not baked into engagements.** More than two-thirds of the providers that participated in the study have formulated offerings around sustainable sourcing, circular economy, green logistics, and decarbonization metrics. Interestingly, most of the cases discussed were standalone sustainability engagements with a supply chain angle rather than the other way around. It came to light that enterprises are also putting a half-hearted effort into baking sustainability across the supply chain.
   - **Data is becoming central to supply chain transformation engagements.** Enterprises are spending on data generation and data capture at various supply chain process nodes. Industrial transformation with advanced robotics, IoT devices to track goods, additive manufacturing, and autonomous technology systems are coming into the fray. We are witnessing the advent of data-driven ecosystems with intra-industry data exchange programs like TransCelerate in the pharmaceutical industry. There’s further uptake of blockchain technology to create decentralized, secure networks that are more transparent, thereby helping in activities like tracking the movement of goods or making transactions faster and smoother.
   - **Supply chain resilience has become the central theme of contemporary supply chain engagements.** Service providers are helping enterprises move from just-in-time to inventory overstock and single-supplier–single-country sourcing to multi-supplier–multi-country sourcing. Enterprise are also demanding more dynamic control tower solutions and a higher degree of automation in demand planning, warehousing, and fulfillment. The objective is to have more control and visibility of the supply chain to navigate unforeseen disruptions.

3. Supply chain services providers—the winners revealed
   - **HFS assessed 18 leading supply chain service providers.** Of these 18 providers, six are positioned in Horizon 3 as leaders, nine in Horizon 2 as innovators, and three in Horizon 1 as disruptors. The services firms that lead the market and ecosystem-level change in Horizon 3 are Accenture, Capgemini, EY, IBM, TCS, Tech Mahindra. The services firms innovating across organizations and supply chains in Horizon 2 are Cognizant, Deloitte, Genpact, GEP, HCLTech, Infosys, KPMG, PwC, Wipro. The services firms disrupting and transforming business processes and functions in Horizon 1 are Atos, Hitachi Vantara, and Zensar.
Executive summary (page 2 of 2)

4 Horizon 3 provider attributes

- These providers demonstrated one or more of the following characteristics:
  - Working toward data-powered ecosystems. For example, Accenture is working with TransCelerate, to revolutionize digital data flow in the pharma industry.
  - Demonstrating co-innovation use cases. Almost all providers placed under Horizon 3 showcased partner or client co-innovation projects.
  - Horizon 3 prebuilt offerings. Working toward an autonomous networked supply chain, providers have built IoT-led, AI/ML-powered “always on” solutions.

5 Horizon 2 provider attributes

- These providers demonstrated one or more of the following characteristics:
  - Has an E2E supply chain offerings suite.
  - Has an integrated sustainability portfolio with real-world client examples.
  - Has a rich library of accelerators and proprietary tooling to expedite the client’s supply chain journey.

6 Horizon 1 provider attributes

- These providers demonstrated one or more of the following characteristics:
  - Effective point solutions catering to different aspects of supply chain like planning, sourcing, and fulfillment.
  - Outcomes with quantified benefits delivered to clients.
  - Partnerships with all leading specialist software vendors and cloud providers.

7 Voice of the customer (VOC)

- The 18 profiled providers received an average CSAT of 8.1 out of 10. The future goals of most clients include building a more cognitive and resilient supply chain and moving to more circular and networked operating models. They want service providers to bring in the best-of-breeds tools, consulting, and domain knowledge to make this happen.

8 Voice of the partner (VOP)

- Partners were delighted with their service providers, with a CSAT of 8.7 out of 10. Interestingly, less than a fourth felt that their service provider partner could drive an eco-system-driven play for unlocking new sources of value, concluding that “ecosystem creation” is yet to become a mainstream objective.
Supply chain is no longer an operational conversation; it is a boardroom discussion

What are the most concerning macro-environmental factors currently adversely impacting your organization’s goals?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank 1</th>
<th>Rank 2</th>
<th>Rank 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>War in Ukraine</td>
<td>4%</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>Getting staff back to the office</td>
<td>9%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Attrition of quality staff</td>
<td>13%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Diversity and inclusion</td>
<td>6%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Recession</td>
<td>8%</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>Regulatory oversight</td>
<td>8%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Supply chain disruption issues</td>
<td>12%</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>Cybersecurity risk including data breaches or privacy risks</td>
<td>16%</td>
<td>10%</td>
<td>13%</td>
</tr>
<tr>
<td>Global health concerns - including ongoing pandemic issues</td>
<td>2%</td>
<td>4%</td>
<td>10%</td>
</tr>
<tr>
<td>Changing consumer expectations</td>
<td>9%</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>Climate change</td>
<td>3%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Inflation</td>
<td>12%</td>
<td>10%</td>
<td>11%</td>
</tr>
</tbody>
</table>

- Supply chain disruption ranked among the top three factors adversely impacting organizational goals.
- HFS conversations with IT and BPS providers also revealed that most of the businesses that ceased operations during the pandemic faced supply chain disruption.
Top trends shaping the supply chain market

**Raw material turmoil**

Lockdowns in China, the Russia–Ukraine war, and a global economic slowdown have led to raw material shortages and price increases.

**Cybersecurity needs ramping up**

Increased remote work and increasing supply-chain digitization has made supply chains more prone to cyber attacks. About half of global firms are viewing cybersecurity as a prime operational challenge in the foreseeable future.

**Heightened sustainability demands**

Customer expectations and new regulations are compelling enterprises to use ethical labor practices, consciously source raw materials, apply green practices like eco-friendly fulfillment, and reduce carbon emissions across the supply chain.

**Talent drought**

There is a lack of skilled talent to build autonomous supply chains. There is limited Pi-shaped (experience in two related supply chain areas), comb-shaped (multi-domain multi-industry expertise), and T-shaped talent (broad knowledge of supply chain with expertise in one industry).

**Focus on visibility and inbuilt agility**

Enterprises are investing in tools and technologies for enhanced visibility, such as advanced control tower solutions and building decision-making agility, by infusing more automation into their demand planning solutions.

**Building resilient supply chain**

Most enterprises HFS interviewed are embracing cognitive tooling and emerging data analysis techniques to build supply chains that are least affected by blue swan events like the COVID-19 pandemic.
Nearly 80% of enterprises expect their supply chains to become more circular (Horizon 2) and networked (Horizon 3) in the next two years.

Which of the following statements best represents the primary value delivered by your service provider today and in two years?

Today

- Horizon 3—Networked and autonomous vision of supply chain “systems” driving new value: 19%
- Horizon 2—Circular supply chains with strong sustainability narrative: 31%
- Horizon 1—Linear supply chain focused on optimization and outcomes: 50%

In two years

- Horizon 3—Networked and autonomous vision of supply chain “systems” driving new value: 38%
- Horizon 2—Circular supply chains with strong sustainability narrative: 42%
- Horizon 1—Linear supply chain focused on optimization and outcomes: 19%

Source: 30 supply chain leaders surveyed and interviewed by HFS Research as reference clients of the 18 services firms in this study.
Enterprises are leveraging third-party providers primarily for supply chain planning and order and inventory management.

While relatively few engagements include sustainability in the current scope, we expect strong growth in these services over the next two years.
Enterprises are leveraging third-party service providers on a piecemeal basis, and end-to-end supply chain engagements are “rare”

Most enterprises retain functions such as aftermarket services, quality management, and operations streamlining. Most providers don’t seem to have mature offerings in these areas.

Percentage of enterprises

<table>
<thead>
<tr>
<th>Outsourced function(s)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 supply chain function</td>
<td>32%</td>
</tr>
<tr>
<td>2-3 supply chain functions</td>
<td>46%</td>
</tr>
<tr>
<td>4-5 supply chain functions</td>
<td>12%</td>
</tr>
<tr>
<td>6 or more supply chain functions</td>
<td>12%</td>
</tr>
</tbody>
</table>

Source: 26 supply chain leaders surveyed and interviewed by HFS Research as reference clients of the 18 services firms in this study.
Enterprises are overall satisfied with service providers; incorporating sustainability and using emerging tech were major improvement areas.

Although most service providers have built sustainability portfolios across the supply chain, the penetration remains low. Enterprises are equally to be blamed.

CX Scores

<table>
<thead>
<tr>
<th>Service provider responsiveness</th>
<th>Commercial flexibility and investment by provider</th>
<th>Services quality</th>
<th>The quality of provider’s account mgmt. team</th>
<th>Industry-specific services or knowledge</th>
<th>Provider’s supply chain management expertise</th>
<th>Proactiveness in recommending new ideas</th>
<th>The talent management and development approach</th>
<th>Use of emerging technologies</th>
<th>Incorporate sustainability into the engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.8</td>
<td>8.5</td>
<td>8.5</td>
<td>8.4</td>
<td>8.4</td>
<td>8.3</td>
<td>8</td>
<td>7.8</td>
<td>7.3</td>
<td>6.9</td>
</tr>
</tbody>
</table>

Source: 30 supply chain leaders surveyed and interviewed by HFS Research as reference clients of the 18 services firms in this study.
A robust partner ecosystem delivering supply chain services is emerging

Which of the following statements best describes your firm?

- Cloud service provider/Hyperscaler: 18%
- Tech start-up or scale-up: 55%
- Management consultant: 18%
- Industry-specific independent software vendor (ISV): 3%
- Enterprise application or platform vendor: 6%

Please note: Partner firms selected the category in play.
Source: 33 partners surveyed and interviewed by HFS Research as references for the 18 services firms in this study.
Research methodology
Service providers covered in this report

Note: All service providers are listed alphabetically
This report relied on myriad data sources to support our methodology and help HFS obtain a well-rounded perspective on supply chain services providers in our study. Sources are as follows:

**Briefings and supporting information**

HFS conducted detailed briefings with supply chain leadership from each provider. Each participant submitted a specific set of supporting information aligned to the assessment methodology.

**Reference checks**

We conducted detailed reference surveys and interviews with 30 active clients and 34 ecosystem partners of the study participants.

**HFS vendor ratings**

Each year, HFS fields multiple demand-side surveys in which we include detailed vendor rating questions. For this study, we leveraged our fresh data from the field via the HFS Pulse Study in Q1 2023 featuring approximately 1,200 service provider ratings from various enterprises.

**Other data sources**

Public information such as press releases and websites. Ongoing interactions, briefings, virtual events, etc., with in-scope vendors and their clients and partners.
The HFS Horizons Report: Supply Chain Services, 2023 report evaluates the capabilities of service providers across a range of dimensions to understand the Why, What, How, and So What of their service offerings supporting supply chains. Our assessment is based on inputs from clients and partners, augmented with analyst perspectives. The following illustrates how we assessed provider capabilities:

<table>
<thead>
<tr>
<th>Assessment dimension</th>
<th>Description</th>
<th>Horizon 1 service providers</th>
<th>Horizon 2 service providers</th>
<th>Horizon 3 service providers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value proposition:</strong> The Why? (25%)</td>
<td>Strategy and vision for supply chain and supply chain services Supply chain offerings aligned to top problem statements for the sector Competitive differentiators</td>
<td>• Ability to drive functional digital transformation by driving cost reduction, speed, and efficiency</td>
<td>• Horizon 1 + • Driven circular supply chains with a strong sustainability narrative and the ability to transform end-to-end supply chain creating unmatched stakeholder experience with a “OneOffice” mindset</td>
<td>• Horizon 2 + • Networked and autonomous vision of supply chain driving completely new sources of value with a “OneEcosystem” approach</td>
</tr>
<tr>
<td><strong>Execution and innovation capabilities:</strong> The What? (25%)</td>
<td>Breadth and depth of services across the end-to-end supply chain New and differentiated offerings Sustainability strategy, narrative, ambition, and percentage of engagements involving sustainability goals and outcomes Strength of supply chain services ecosystem (depth and breadth of supply chain-oriented partnerships) Strength of talent pool (delivery centers, experience, certifications, training program) Supply chain technology innovation (use cases and level adoption of emerging technology) Intellectual property and proprietary frameworks</td>
<td>• Strong areas of excellence within the supply chain • Primarily focused on either technology services or business services • Emerging sustainability narrative • Offshore-focused with strong technical skills and supply chain • Emerging ecosystem of partners • Adequate coverage across the supply chain</td>
<td>• Horizon 1 + • Ability to support clients on their end-to-end supply chain transformation journey • Well-defined sustainability offering • Global delivery presence • Well-rounded capabilities across all value creation levers: talent, domain, technology, data, sustainability, and change management • Supply chain-specific partnerships</td>
<td>• Horizon 2 + • Supply chain strategy and execution capabilities at scale • IT and business services capabilities with strong consulting skills • Ability to influence systemic change across the global sustainability context • Robust ecosystem of partners integrated into the offerings • Differentiated IP, frameworks, and technology assets</td>
</tr>
<tr>
<td><strong>Go-to-market strategy:</strong> The How? (25%)</td>
<td>Nature of investments (M&amp;A, R&amp;D, others) Co-creation with customers and co-development with partners Innovative commercial structures</td>
<td>• Established supply chain practice • Clearly defined go-to-market strategy • Mainly effort-driven client relationships</td>
<td>• Horizon 1 + • Ability to bring together all capabilities of the organization in an easy to understand and simple to consume way • Supply chain-specific investments • Outcome-driven client relationships</td>
<td>• Horizon 2 + • Market leading internal and external investments • Driving co-creation with clients and partner ecosystem • Purpose-led relationships driving growth and innovation for clients</td>
</tr>
<tr>
<td><strong>Market impact:</strong> The So What? (25%)</td>
<td>Scale and growth of supply chain services (customers, revenue) Demonstrable client case studies (multi-industry, magnitude, nature of outcomes) Voice of the customer</td>
<td>• Referenceable and satisfied clients • Strong execution credentials • Primarily a vendor-client relationship</td>
<td>• Horizon 1+ • Referenceable and satisfied clients for ability to innovate and execute • Strategic partner</td>
<td>• Horizon 2+ • Referenceable and satisfied clients driving new business models • Perceived as a thought leader</td>
</tr>
</tbody>
</table>
Horizons results:
Supply Chain Services, 2023
The supply chain services market is growing at 17% annually, with an estimated annual business of $7.5 billion.

Supply chain consulting, technology, and services market (HFS estimate)

- $6 billion: HFS Research estimate of the remaining supply chain consulting, technology, and business services market: considering pure consultancies, cloud, platform and technology firms, and engineering and other business services firms.
- $7.5 billion: The supply chain consulting, technology, and services revenue of the leading 18 firms in this market analysis.
- $1.5 billion: The average dedicated supply chain services revenue.
- 17%: YOY growth in 2022 of the 18 leading providers’ supply chain services revenues.

The analysis of the 18 services firms in this study

- 15,200: The average dedicated supply chain services headcount.
- 14%: YOY growth in 2022 of the 18 leading providers’ supply chain services headcounts.
- 1,260: The average number of dedicated supply chain services clients.
- 13%: YOY growth in 2022 of the 18 leading providers’ supply chain services number of clients.

Note: Market size is estimated based on the financial numbers shared by participating service providers. Note: Market size is estimated based on the financial numbers shared by participating service providers.
HFS Horizons—a summary of supply chain service providers assessed in this report

<table>
<thead>
<tr>
<th>Providers (alphabetical order)</th>
<th>HFS point of view</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accenture</td>
<td>Delivers to the entire value chain with an eco-system-driven focus</td>
</tr>
<tr>
<td>Atos</td>
<td>Digital supply chain solutions focused on efficiency gains along the process</td>
</tr>
<tr>
<td>Capgemini</td>
<td>“Ecosystem coordinator” approach plus a full supply chain portfolio from advisory to physical engineering</td>
</tr>
<tr>
<td>Cognizant</td>
<td>Reengineering business processes and digitizing platforms</td>
</tr>
<tr>
<td>Deloitte</td>
<td>Comprehensive approach combining industry expertise and modern technologies</td>
</tr>
<tr>
<td>EY</td>
<td>A consulting-driven delivery approach with proven co-innovation outcomes</td>
</tr>
<tr>
<td>Genpact</td>
<td>Sustainability, consulting, and technology coupled with historic business process services scale and experience</td>
</tr>
<tr>
<td>GEP</td>
<td>A specialist supply chain firm with consulting, managed services, and software offerings</td>
</tr>
<tr>
<td>HCLTech</td>
<td>Digital solutions with consistent positive feedback on commercial models and co-innovation</td>
</tr>
<tr>
<td>Hitachi Vantara</td>
<td>Delivers end-to-end visibility through advanced analytics, AI, and IoT technologies</td>
</tr>
<tr>
<td>IBM</td>
<td>Excels in consulting, data analytics, automation, and cloud expertise in supply chain</td>
</tr>
<tr>
<td>Infosys</td>
<td>Consulting-led holistic coverage of the supply chain</td>
</tr>
<tr>
<td>KPMG</td>
<td>Offers an array of sustainable, secured digital supply chain solutions</td>
</tr>
<tr>
<td>PwC</td>
<td>Focus on high-value outcomes with a global, industry-focused team and technology investment</td>
</tr>
<tr>
<td>TCS</td>
<td>A consulting-driven delivery approach with proven co-innovation outcomes</td>
</tr>
<tr>
<td>Tech Mahindra</td>
<td>Technology strength coupled with several new domain-specific acquisitions</td>
</tr>
<tr>
<td>Wipro</td>
<td>End-to-end supply chain solutions leveraging advanced technologies, industry expertise, and global partnerships</td>
</tr>
<tr>
<td>Zensar</td>
<td>Excels in delivering quantifiable gains through a project-based delivery approach</td>
</tr>
</tbody>
</table>
HFS Horizons—Supply chain service providers, 2023

Horizon 1 is optimization and outcomes
Service providers demonstrate Horizon 1 capabilities, plus
• Can drive functional digital transformation via cost reduction, speed, and efficiency
• Established supply chain practice; client and partner-backed technical capability
• Clearly defined go-to-market strategy and value proposition
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Horizon 2 is circular and cross-organizational
Service providers demonstrate Horizon 2 capabilities, plus
• Driving circular supply chains with strong sustainability narrative
• Ability to transform and support clients across end-to-end supply chains
• Bringing together all the capabilities of the provider and client organizations
• Referenceable and satisfied clients for ability to innovate and execute
• Strategic clients and ecosystem partners with outcome-driven relationships

Horizon 3 is the connected supply system
Service providers demonstrate Horizon 2 capabilities, plus
• Networked and autonomous vision of supply chain “systems” driving new value
• Supply chain consulting, technology, and managed services at scale
• Ability to influence systemic change across the global sustainability context
• Robust ecosystem of strategic and delivery partners integrated into offerings
• Market-leading investments with differentiated IP, frameworks, and technology
• Driving co-creation with both the client and partner ecosystem
• Perceived as a thought leader with purpose-led relationships

VA L U E  A S P I R AT I O N
I N N O V A T I O N  S C O P E
E C O S Y S T E M  T R A N S F O R M AT I O N
B U S I N E S S  T R A N S F O R M AT I O N
F U N C T I O N A L  T R A N S F O R M AT I O N
O U T C O M E S
C I R C U L A R  A N D  C R O S S - O R G A N I Z A T I O N A L
S U P P L Y  S Y S T E M S

HORIZON 3 – Market Leaders
HORIZON 2 – Enterprise Innovators
HORIZON 1 – Disruptors
Accenture profile: Supply Chain Services, 2023
Accenture: Delivers to the entire value chain with an ecosystem-driven focus

<table>
<thead>
<tr>
<th>HORIZON 3 – Market Leader</th>
<th>Development opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>accenture</td>
<td>• What we’d like to see more of: Accenture can further expand its offerings and sphere of work for the aftermarket segment.</td>
</tr>
<tr>
<td>HORIZON 2 – Enterprise Innovator</td>
<td>• Customer critiques: Continue adding new technology capabilities for various supply chain processes.</td>
</tr>
<tr>
<td>HORIZON 1 – Disruptor</td>
<td>• Client and partner critiques: Continuing to integrate and retain the talent from acquisitions and developing how that talent executes work and delivers value will be a large challenge and ongoing area of improvement for all consulting partners, including Accenture.</td>
</tr>
</tbody>
</table>

**Key offerings**

- The SynOps platform: An E2E supply chain management platform
- Key offerings include strategic planning, scenario simulation, strategic managed services, network design, MDM, forecasting, demand planning and promotion management, inventory management, direct and indirect materials, supplier management, carbon footprint management, traceability and transparency, control towers, transportation strategy and planning, reporting, legal, and compliance.

**Mergers and acquisitions (2019–2023)**

- Procurement: Xoomworks, ClearEdge, Zest Group
- Cross supply chain and planning: Alfa, REPL, WCM, BY, ENDTOEND analytics, Core Compete
- Fulfillment: G+R, Blue Horseshoe Solutions, and others
- Engineering and manufacturing: Umlaut, Pollux, TA Cook, Trancom, Advoco, and others
- Sustainability: Greenfish, Carbon Intelligence, Avieco, Akzente, and others

**Partnerships**

- Digital core: SAP, Oracle
- Cloud-first partners: Microsoft, Google, AWS
- Connected solutions partners: Coupa, Blue Yonder, e9 Solutions, Kinaxis, e2open
- Universities: MIT, Purdue, Harvard, and more
- Joint innovation centers: Accenture and Blue Yonder innovation center in Barcelona

**Key clients**

- Number of clients: 1,700+, 76% SC&O revenue from Forbes G2000
- Key clients:
  - Global biopharma company
  - Global bakery food company
  - An iconic fashion brand
  - World’s largest almond supplier
  - Global financial services company
  - World’s largest producer of insulin

**Global operations and resources**

- Headcount: 44,000+
  - 28 global SC&O innovation centers
  - Chicago, Dublin, Barcelona, and Bangalore are key supply chain innovation hubs
  - 55 countries served
  - Supply chain offerings are focused across 11 industries

**Flagship Internal IP**

- SynOps: Platform linking Accenture’s portfolio
- MyDiagnostics: Supply chain simulation
- Enterprise Navigator: Process mining
- ESCAPE: Explore supply chain disruption
- Accenture-MIT supply chain resilience stress test
- Sustainability Accelerator tool
- MyWorkspace: Institutionalized knowledge on solutions, assets, accelerators

**Strengths**

- Value proposition: Scalable platform, digital talent, and an ability to deploy data-driven AI powered supply chain.
- Growth proof points: Accenture is acquiring at a market-leading pace and serving top global clients.
- Key differentiators: Multiple ready-to-deploy, curated Horizon 3 attributes. Accenture’s 360-Degree Value approach embeds sustainability in all engagements. It has also developed over 100 start-up partner relationships.
- Outcomes and customer kudos: For a global biopharma company, a digital supply chain solution saved 100,000 doses of a life-saving drug by predicting reactor failure. A 70- to 30-day reduction for drug production via digital twin simulation was also achieved.
- Client and partner kudos: An openness to partner and jointly innovate.

**Key clients**

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Over the years, Ashish has advised several senior executives on digital strategy, product/service planning, next-gen technologies, and IT procurement. He has delivered several multidisciplinary research engagements including provider and market intelligence reports, go-to-market workshops, white papers, podcasts, and research-based advisory.

Saurabh Gupta oversees HFS’ global research function managing the global team of analysts across US, Europe, and Asia. He sets the strategic research focus and agenda for HFS Research, understanding and predicting the needs of the industry and ensuring that HFS maintains its position as the strongest impact thought leader for business operations and services research.

As an analyst, Saurabh leads our coverage for horizon 3 change agents such as blockchain, business services (such as finance and accounting and supply chain), and industry services including healthcare and life sciences. Saurabh also analyses overarching and cross-cutting themes under the OneOffice concept like digital change management.
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