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Charting New Roads to Value by Outcreating the IT Services Model

From Technology Towers to AI-Led Outcomes

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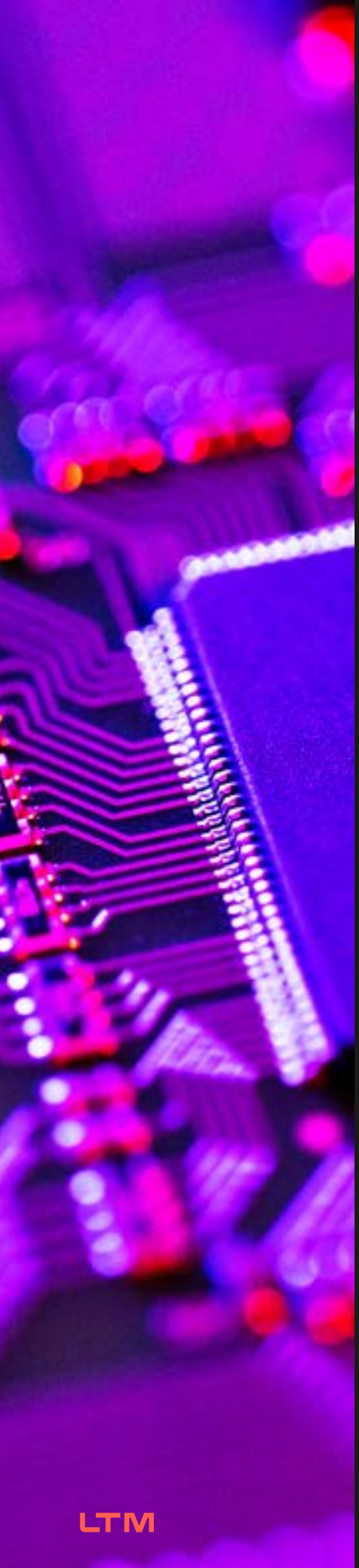

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By the end of 2024, an alarming 123 million people had been displaced from their homes, which is the highest numberever recorded.[1] Behind this figure are families uprooted by geopolitical turbulence and collapsing public safety systems, their lives reduced to moments of urgent decision-making and a hope for refuge in a safe space. As the scale of displacement grows, so do the needs for real-time data, quick action, and coordination in humanitarian response.

This is where technology is quietly reshaping outcomes. Saving human lives has become possible in minutes for families in need, thanks to technology adopted by humanitarian organizations. They use multilingual AI agents to generate insights from vast global datasets. ~2000 hours get saved, and more impact is delivered to the community. LTM brought Gen AI-powered operational intelligence to a global humanitarian organization, accelerating decision-making by 40% during crisis responses. This is the game-changing power of rewiring the IT services model and how we Outcreate for our clients and communities.

For decades, the IT services industry has been built around technology towers such as applications, infrastructure, data, cloud, and security. Each of them is typically optimized in isolation, delivering efficiently, and billed diligently. That model, built for scale rather than intelligence, served its purpose and had a limited life.

Today, enterprises are making huge investments in AI infrastructure, data platforms, cloud modernization as well as edge technologies. But how does this improve revenue, efficiency, and customer experience remains the key question.

I believe this year will be a make-or-break moment. Without a fundamental rewiring of the IT services model, investments in AI will fail to deliver the outcomes businesses. Therefore, a shift in the mindset matters. True AI adoption breaks these boundaries by enabling seamless conversion of data to insights and thereby action that autonomous AI agents can take. Morphing our ways of working to focus on delivering business outcomes rather than technology will make a difference.

Start with the problem, not the platform

One learning I'd like to share is that step zero for any enterprise, or its IT partner, is not to invest in the latest model or platform, but to identify the **biggest business problems worth solving**.

Let me explain to you the logic behind it. AI adoption requires substantial investments. It is certainly not cheap. Teams were gung-ho about moving to the cloud; however, FinOps proved to be an eye-opener during the investment. Hence, this analogy between cloud and AI leads us to the insight that, when getting started on a transformation journey, define the pain points a business faces.

Typically, these problems are linked to either cutting down costs or maximizing revenue.

Every industry has certain challenges, and they are well researched. Banks care about speed to revenue. For instance, how quickly a loan is approved, a credit card is issued, or a demat account is activated influences a customer's decision to select a particular bank and, in turn, the bank's business. Insurers care most about underwriting accuracy and claim cycle time. Manufacturers care about defects and downtime. For retailers, demand predictability and personalization are important. Healthcare systems focus on outcomes, access, and cost.

To sum it up, nearly every problem converges on two metrics: cycle time and defects. When we reduce cycle time, costs fall while revenue accelerates. Reduce defects, and accuracy, trust, and experience rise. AI, when applied deliberately with business creativity, has a disproportionate impact on both.

That is why Business AI must be anchored in outcomes, not simply technology. Solutions of the past are history, and new solutions still need a playbook.

Moving beyond technology towers to outcome ownership

Let me be candid. A significant portion of IT services revenue today still comes from application maintenance and operational support. That work matters, and there is no iota of doubt about it; however, it is largely about managing cost, not transforming value.

The opportunity before us is different. It is to move from being order takers to being problem solvers by disrupting traditional thinking. From maintaining systems to reimagining how work gets done, using AI as a first principle. We already have 1500 AI agent-enabled digital employees at LTM. We've seen what's possible. In public-sector programs that detect tax evasion, AI-led pattern recognition has reshaped compliance. In healthcare ecosystems, integrating payers, providers, and patients has given individuals greater control over their data while improving system efficiency. These are not just technology-led solutions; they are outcome-led. The question now is how to replicate this thinking systematically across industries.

This shift is also visible in measurable results. LTM leveraged a *national-scale unified Data & AI platform* processing over 350 million taxpayer records daily to help transform India's tax system, strengthening compliance, widening the tax base, and unlocking over USD 7 billion in new revenue. In another case, AI-driven automation and monitoring helped modernize IT operations for a *global life sciences and consumer healthcare leader*, delivering 99.99% availability and USD 1 million in annual cost savings.

When success is measured by outcomes, incentives align for better customer experience, downtime reduction, revenue growth, and so on. Accountability also becomes clearer. Value creation becomes the key metric instead of effort.

Designing for AI, not just with AI

One of the least recognized changes we will have to make in our approach to developing solutions is how we develop them. For decades we have been using traditional design thinking that assumes people are central to the execution of the work. However, in today's AI-first world, this has changed. What is now important is the fact that we need to begin designing for autonomous systems. Autonomous systems are systems that can observe (sense), reason about, and act upon their environment with little to no human input or human direction.

Today, there exist many autonomous systems that can perform many functions, including monitoring equipment health, predicting failures, initiating corrective actions, and escalating only when necessary. In customer service, agents can anticipate customer needs prior to the customer contacting the company, personalize communication with customers, and resolve customer issues from start to finish. While the value in these autonomous systems comes from the information (data) that is used as the basis for the agent's decision-making process, it is ultimately the agent who takes the appropriate action.

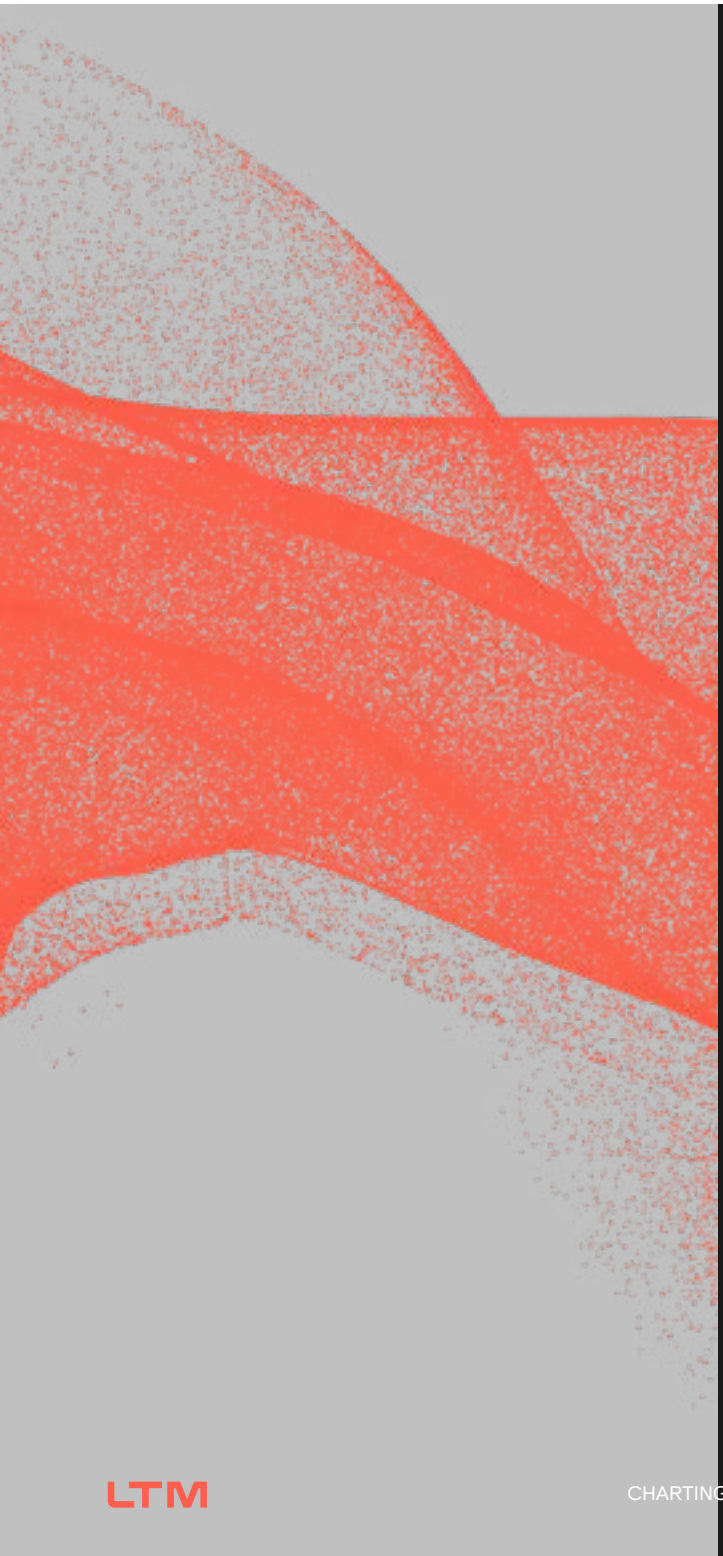
Workforce reinvention in the AI era is about empowering employees to lead and collaborate with digital counterparts. LTM has deployed 1,500 AI-powered "digital employees" to support the workforce. These AI agents, integrated across functions such as finance and operations, are supervised and trained by human mentors, creating a dynamic in which employees upskill to manage and optimize AI-driven workflows. This model enhances efficiency. It is also redefining roles, enabling human employees to focus on strategic decision-making while their digital counterparts handle repetitive tasks.

Therefore, we will need to think differently than we have traditionally thought. Instead of asking ourselves, "Where can AI support humans?" we need to be asking ourselves, "Where should AI own the workflow?"

AI governance

Global AI regulation is rapidly moving from vision to reality as countries seek to balance innovation with safety, ethics, and human rights. The EU's landmark AI Act is now being phased in as the world's first comprehensive AI law, while South Korea has enacted its own AI Basic Act with human oversight and labeling requirements. Other jurisdictions, including the U.S. and India, are developing frameworks and transparency laws that reflect diverse regional strategies amid growing global policy activity.[2]

BlueVerse™ RightAction™ framework integrates governance directly into autonomous agents, ensuring compliance with business rules, transparency, documentation, and responsible decision-making. By building trust, security, and accountability into how AI operates, enterprises can scale autonomy with confidence.



Personas matter more than ever

Another important perspective on this issue is that of the individual who is likely to use the solution (the "persona"). The person in the role of the CFO, COO, CHRO, CIO, or Chief Risk Officer works within their respective industry; however, the challenges they face are very similar, including optimizing working capital, shortening business cycles, mitigating risk, ensuring regulatory compliance, and increasing productivity.

Any solutions developed for Artificial Intelligence must therefore take into account how each of these individuals will utilize the solution. For example, for a CFO, an improvement in days' sales outstanding, or the ability to forecast cash flow volatility are AI problems. For a CHRO, an AI problem would be an improvement in reducing the time to hire and the quality of candidates. For a COO, an AI problem would be an improvement in minimizing defects, and reducing downtime.

Designing based on the personas, rather than the platform, allows us to make better technology choices and makes it possible to measure ROI.

An AI-first approach and AI design thinking to Outcreate for customers with hyperpersonalization matters most today.

Persona	CHRO	CHRO	COO
Priority	Financial performance	Financial performance	Financial performance
AI Focus	Improve cash flow	Accelerate hiring	Reduce defects
	Forecast volatility	Improve candidate quality	Reduce downtime
	Optimize working capital	Increase productivity	Increase efficiency
AI Impact	Faster cash conversion	Shorter hiring cycles	Lower operational costs
	Reduced financial risk	Stronger talent quality	Higher throughput
	Measurable ROI	Measurable ROI	Measurable ROI

Table 1: AI design by persona

The compounding advantage of business AI

For years, the "fail fast" mindset belonged to product companies. But as IT services become increasingly productized and delivered as software-as-a-service, that distinction no longer holds. The window for experimentation has shrunk dramatically as AI becomes part of workflows. What once took months of planning can now be tested in days. By embracing a fail-fast approach, we can rapidly explore new pathways, discard what doesn't work, and arrive at optimal solutions with far greater speed and confidence.

One of the most powerful aspects of AI is compounding. The more an enterprise uses AI, the better it gets.

At LTM, the use of AI-generated code has increased productivity, quality, and speed of delivery. AI agents are transforming sales processes, RFP response, and knowledge sharing, allowing humans to concentrate on judgment and creativity. However, compounding also comes with a sense of responsibility. AI learns from humans, including our biases.

From reactive to predictive + proactive

To me, the most transformative shift AI enables is moving enterprises from reactive operations to predictive and proactive ones.

Simply getting data from systems is not enough; the data must yield insights to enable autonomous actions. Imagine a customer journey where Sara purchases a hearing aid for her mum and where systems detect non-usage or inactivity, anticipate that Sara or the mother may not be satisfied, and intervene much earlier than a complaint is raised, and where an agent checks in with her to see if they encountered any difficulties using a newly purchased product. Imagine supply chains that self-correct before disruptions cascade. Imagine HR systems that reduce attrition risk before resignation letters are even written. Game-changing, right?

This is already happening, though, in pockets. The challenge that we face right now is scaling it across the enterprise. The future belongs to organizations that can predict, decide, and act continuously.

The road ahead

Use cases older than a year already feel dated. AI has reset expectations in terms of speed, personalization, accuracy, and scale. To succeed, enterprises need to rewire their models around three principles: **problem-first thinking, AI-led design, and outcome ownership**. By rewiring the delivery construct, from towers to integrated AI value streams, global enterprises operate faster, leaner, and smarter.

This is the future of IT services: **intelligent, autonomous, outcome led, and human centered**. The IT players embracing it will help their clients unlock dramatic gains in cost, revenue, and resilience. Those who don't will remain trapped in towers, efficient, but increasingly irrelevant.

As technology ceases to be the competitive moat, the future is no longer about delivering technology; however, the emphasis now is on delivering outcomes through Business Creativity. Using AI with creativity gives us the opportunity to do that, if we are bold enough to rethink everything we thought we knew.

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About the author

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Krishnan brings extensive expertise in delivering transformative digital solutions to address complex business challenges. He has played a pivotal role in helping clients enhance customer experiences, mitigate risks, and optimize operational costs through strategic outsourcing, business process redesign, platform implementation, automation, and AI-driven innovations. At LTIM, Krishnan is responsible for client value maximization, partner growth, and strategic oversight of various service lines.