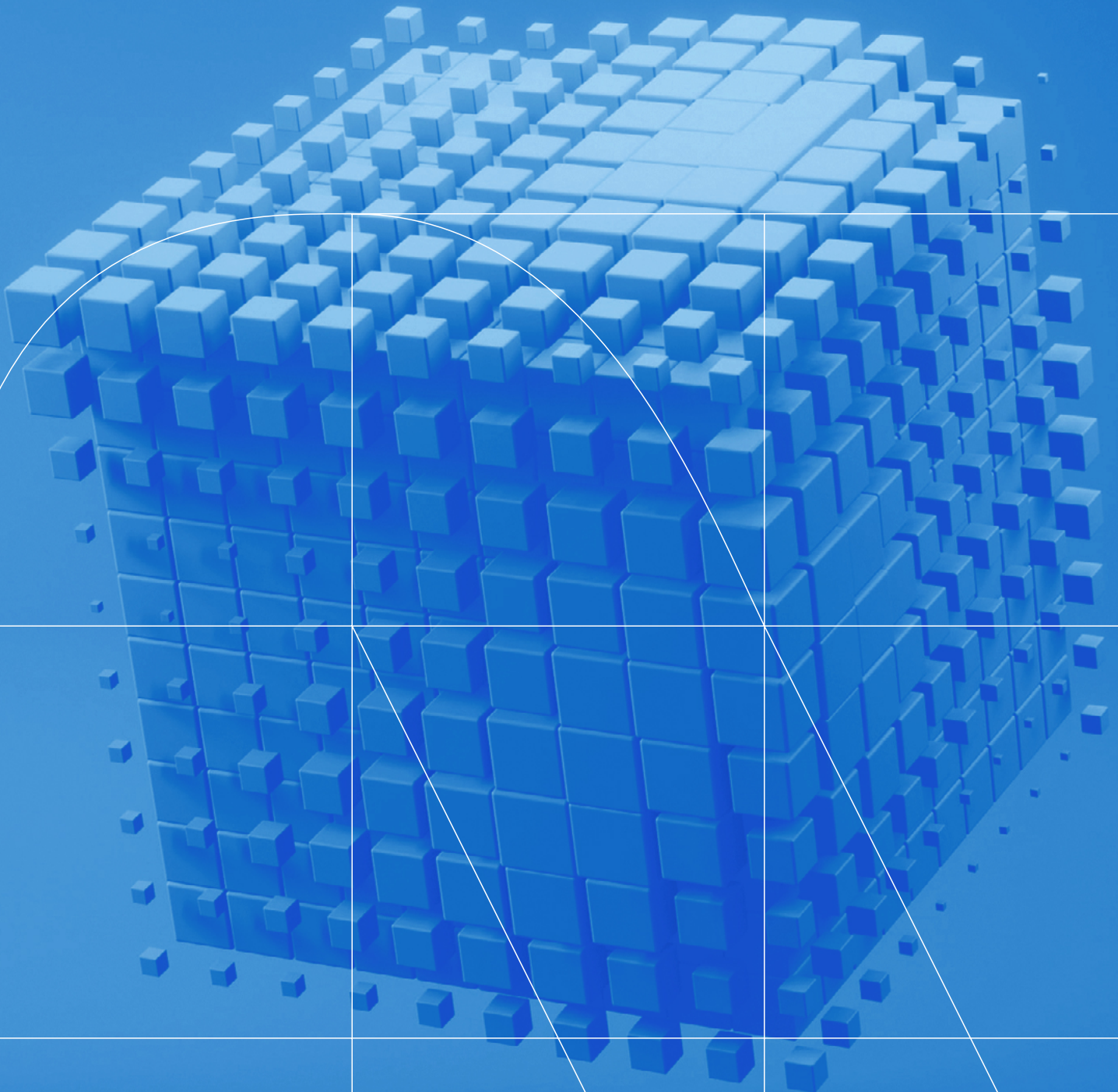


Intelligent Platform

October 2023



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Executive Summary



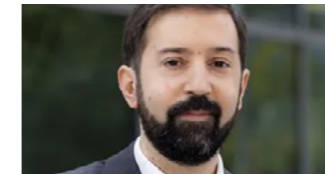
Unlocking the value of data has become an essential process within every organization. Professionals need to be able to dive deep into the business department's information and harness cutting-edge technologies to find synergy points among data that will lead to relevant insights

However, the way to get value out of data is evolving because of accelerating markets and requirements, and current processes are quickly becoming obsolete.

Additionally, technical capabilities are concentrated in just a few teams across the organization, resulting in bottlenecks and use cases powered by data and Artificial Intelligence (AI) that are not aligned with the business needs.

With this paper, we will introduce the **Intelligent Platform (IP)** - an NTT DATA proprietary Platform - that can automate all the bureaucratic tasks in the data value stream and nurtures experimentation, democratize innovation and strategic prototyping, augment efficiencies, reduce time-to-market, and support the final decision-making process with AI/ML assistance.

This Intelligent Platform approach suits our clients' needs by providing: consultancy, guidance, methodologies, blueprints, frameworks, operation, and organizational formulations, in support of **an Intelligent-Driven Organization (IDO)**.



"We seek to create long-term relationships with our clients, accompanying them and overcoming the new Data & Intelligence challenges of the market."

DAVID PEREIRA PAZ

Head of Data & Intelligence Europe



"Our customers are looking to achieve new value from data, so we need to rethink the ways we can make it possible. The Intelligent Platform is the perfect solution."

JAIME BENEYTO RUIZ

Head of Data Platforms



"When you discover that our Intelligent Platform fits your geographic market, sector and organisational needs, you know that the road to success will be finally paved."

YUJI SAKATA

Digital transformation Manager



"The data ecosystem is constantly innovating with new technologies and our customers put their trust in us to lead the transition and maximize business value."

PRETHESH THOMAS

Director of Data & Intelligence NTT DATA Americas



"We help our clients pursue the transition to the Intelligent-Driven Organization by leveraging the hybrid multi-Cloud paradigm to impact their business results"

NICOLA RUSSO

Head of Data & Intelligence NTT DATA Italy

CHAPTER 1

Why do we need an Intelligent Platform?

Problem statement

01

1.1 Client needs

What happens when IT organizations cannot make a real difference in providing value to the users and cutting down internal costs?

In this conundrum, more and more C-Level executives - such as Chief Data Officers (CDO), Chief Information Officers (CIO), or Chief Architect Officers (CAO) - are knocking on our door, posing similar challenges and hurdles to be tackled quickly and effectively by leveraging the power of data and cloud Platforms.

For example, CDOs often describe difficulties regarding information accessibility, low maturity in analytical capabilities, and lack of data quality. CIOs struggle to balance expanding Platform capabilities and reducing initiatives costs simultaneously. CAOs, meanwhile, must address the challenges of balancing documentation, integration of complex components and solutions, and absence automated processes.

These pitfalls reflect a common problem inside any IT organization that owns the definition of data governance initiatives, changes in methodologies, assurance of data lineage tracking and quality, and assembling skilled, expert and accountable teams.

In other words, C-level executives and managers are calling for a change in the paradigm, requesting a quantum leap in how data systems, processes, and methodologies are conceived to unravel the Gordian knot and enable a horizon of new opportunities.



CDOs often raise difficulties regarding information accessibility, low maturity in analytical capabilities, and lack of data quality.



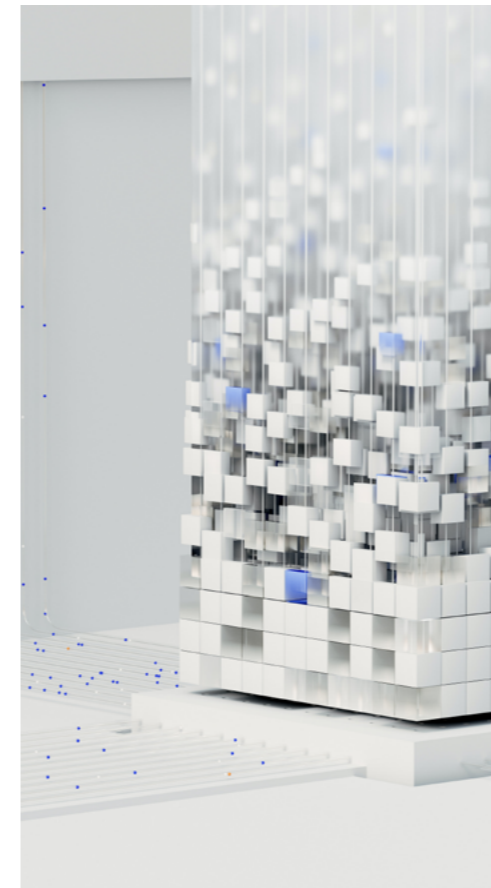
1.2 Market Trends & Tech Enablers

Along with these business needs, CDOs, CIOs & CAOs are facing emerging market trends. As a result, they must always keep up with technological developments impacting their organization to drive new business value. Major paradigms involve the following statements:

- **Adopt** game changers like Data Mesh¹, Data Fabric², Data Virtualization, Hyperautomation, Data Products, or Data Marketplaces, which help reduce the time to market of use cases.
 - **Embed** Hyperscalers market-ready technologies, like IaaS, PaaS, SaaS, CloudOps, FinOps, DevSecOps, DataOps, MLOps, AIOps, etc., to build the foundations of new data Platforms across the company.
 - **Leverage** AI/ML to automate the “last mile” of decision-making, where humans just need to review, understand, decide, and take action based on data insights.
 - **Offer** a wide range of tools, accelerators, and automation, granting autonomy to the different functional domains managed in one Platform.
 - **Migrate** to the Cloud to open up innovative ways to integrate, process and prepare data at the speed of business.
 - **Make** security a differential element, as any data exposure could damage the branding image of a company and levy huge penalties.
 - **Comply** with country-specific regulations, laws, and governance policies.
- Any effort made in a global scope benefits the whole organization.
- **Share** knowledge across the organization’s different units, departments, and regions to avoid duplicity and waste of resources.
 - **Follow** an agile methodology to empower teams with the tools and skills and share their successful approach and results with the rest of the areas to scale faster.
 - **Create** a roadmap where existing developments are the baseline to build up value, identify new uses for them, and lead to new developments. In addition, all data solutions should be revisited to ensure globalization and proper scalability in speed and volume.
 - **Foster** simplicity and reusability to be agile for supporting the business demands when requests are being made regarding AI solutions or data visualization dashboards.
 - **Guarantee** business continuity by looking after self-awareness, observability, continuous monitoring, automatic deployment of resilient solutions, automated processes for business continuity plans, etc.

¹ <https://martinfowler.com/articles/data-monolith-to-mesh.html>

² <https://www.gartner.com/smarterwithgartner/data-fabric-architecture-is-key-to-modernizing-data-management-and-integration>



These new paradigms are leading us towards a main objective: **self-consumption**, in which technical teams or technology equipment are no longer bottlenecks for business needs. Today, tech teams have centralized and cornered the organization’s scarce resources and capacities, preventing meeting the endless internal business demands. Moreover, talent shortage and deficit of specialized roles, are resulting in higher expenses and difficulties in promoting organic growth within the organization.

As a result, the organizations need a comprehensive Platform that integrates a broad range of tools, accelerators, and automation, granting autonomy to the different functional domains. The Platform allows for different levels or stages and establishing clear responsibilities and well-defined interfaces between them, automating and simplifying the technological complexity of the underlying infrastructures and organizational structures of specialized, technical, expert teams.

With this in mind, NTT DATA has developed **The Intelligent Platform**, a new value proposition, whose main concept is to address the challenges of aligning the business value with the data ecosystem Platforms already deployed and ensuring the organizational and cultural adoption toward an **Intelligent-Driven Organization**.

CHAPTER 2

What is an Intelligent Platform?

02

2.1 Definition

The NTT DATA Intelligent Platform is a cutting-edge, highly customizable data Platform that is cloud vendor agnostic and equipped with the latest AI capabilities

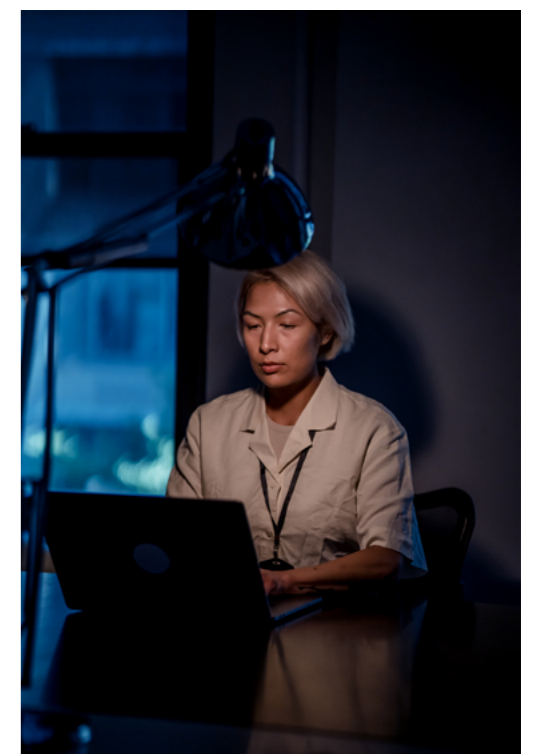
It is designed to empower Intelligent-driven organizations and implements best practices for managing data and AI models with outstanding security principles.

A well-designed Intelligent Platform, which is AI-driven, self-aware, secure, resilient, and reusable, supports embedding a data ecosystem, while:

1. Enabling the development of **Intelligent data products at scale**
2. Allowing **self-service** to every organization's stakeholder, such as business analysts, data scientists, data engineers or even C-level executives
3. Fostering the creation of **new business models and solutions** around data
4. Creating a **corporate culture** around data
5. Increasing the **value of data**
6. Leading to **data democratization**



Whatever your need, the Intelligent Platform is the perfect match for your organization.



2.2 Intelligent Platforms Characteristics

The Intelligent Platform's creation resulted from several years of innovation and cutting-edge developments. That is why, from its conception to its application, different characteristics have to be taken into account



The Intelligent Platform's creation resulted from several years of innovation and cutting-edge developments. That is why, from its conception to its application, different characteristics have to be taken into account.

Our proprietary Intelligent Platform has been designed based on the **five principles of a Well-Architected Framework**: Reliability, Security, Operational Excellence, Performance Efficiency, and Cost Optimization. On top of these foundations, we have also pursued **Scalability and Modularity** in the core design of the Platform.

These five + two principles are the holy grail for any Intelligent Platform, which is achieved by using Infrastructure as Code (IaC), Configuration as Code, and Operations as Code practices driven by Policy, Observability, Encryption, and Artificial Intelligence, in alignment with **DevOps, FinOps, DataOps, MLOps, and AIOps practices**.

This is what makes it possible to adapt to the needs and objectives of the organization. For instance, if managers look to develop different services and infrastructure, the Platform can adapt to support products on cloud, on-premises, or fog/edge; it can also assist you in embedding **multi-cloud** environments, or even integrate several Intelligent Platforms in one.

With cost-effective decision-making, managers can leverage the FinOps discipline to understand better the size of their Platform in relation to the needs and requirements of the organization. As a result, managers can make informed decisions about cost optimization practices and scalability strategies.

Five pillars of a well-architecture framework

Operational excellence

- Self-aware
- Highly automated
- IaC
- DevOps
- Policy-driven
- MLOps
- DataOps
- Observability
- AIOps
- Data Products (Data mesh / Data Fabric)
- Federated Governance

Performance efficiency

- Auto scale out/in
- Auto scale up/down
- DevOps (CI/CD)
- Monitor
- Virtualization
- Self-consumption
- Data /Business Marketplaces
- AI @ Scale

Cost optimization

FinOps

- Governed
- Auto scale down/in
- Auto pause
- Monitor/forecast
- AIOps

During the conceptualization of the Intelligent Platform, our experts took into account the legal, regulatory, governance, and ethical requirements, which are increasingly being imposed by international and national authorities and are challenging companies to keep an eye on.

That is why our Platform is policy driven, which means it complies **with laws and regulations**,

Security

- Observable
- Zero Trust (Identity, Endpoints, Network, Policy)
- DevSecOps
- Encryption (at rest & in transit)
- RBAC / ABAC
- Policy-driven
- Ethics & Regulation

Reliability

Resilient

- Multi-cloud
- Multi-region

Available

- Auto scale-up/out
- Resource Governor

particularly regarding data privacy. While different processes and domains are governed following a **federated governance model**, in which governance standards are centrally defined.

It is worth mentioning that the Platform is **trustworthy** as it considers ethical sensitivity throughout all the processes.

Building Blocks



Technology Platform providers building block (1)

As we stated in the previous section, the Platform must be vendor agnostic and able to embed multi-cloud environments. Therefore, the technology providers block integrates – in a liquid and transversal way - all different Cloud providers, including on-premises systems, hybrid approaches, and even elements of edge computing.

Reference infrastructure architecture & services building block (2)

To create and implement different types of data products across the organization's domains, the Intelligent Platform must rely on a reference architecture building block, which focuses on combining multiple technological capabilities. The services building block supports the definition of specific multi-cloud solutions according to the organization's context (existing legacy systems, approved technologies, regulatory and security context, etc.), while setting a map of physical components according to its needs.

It must be highlighted that the technology providers and architecture & services building block have a data fabric-focused approach, which targets both the technological, integration, and governance aspects of the Platform as well as its different components. Furthermore, these two building blocks integrate **DevOps, DataOps, MLOps, IAOps, FinOps** capabilities to **ensure quality, stability, reusability, trust, and governance** of processes and assets, avoid bottlenecks with IT teams, and facilitate **self-service and democratization** of data to all stakeholders.

Hence, once the integrated technology stack and homologated architectural building blocks have been set, each of the functional domains will be able to develop data products seamlessly and automatically.

Domains and products building block (3)

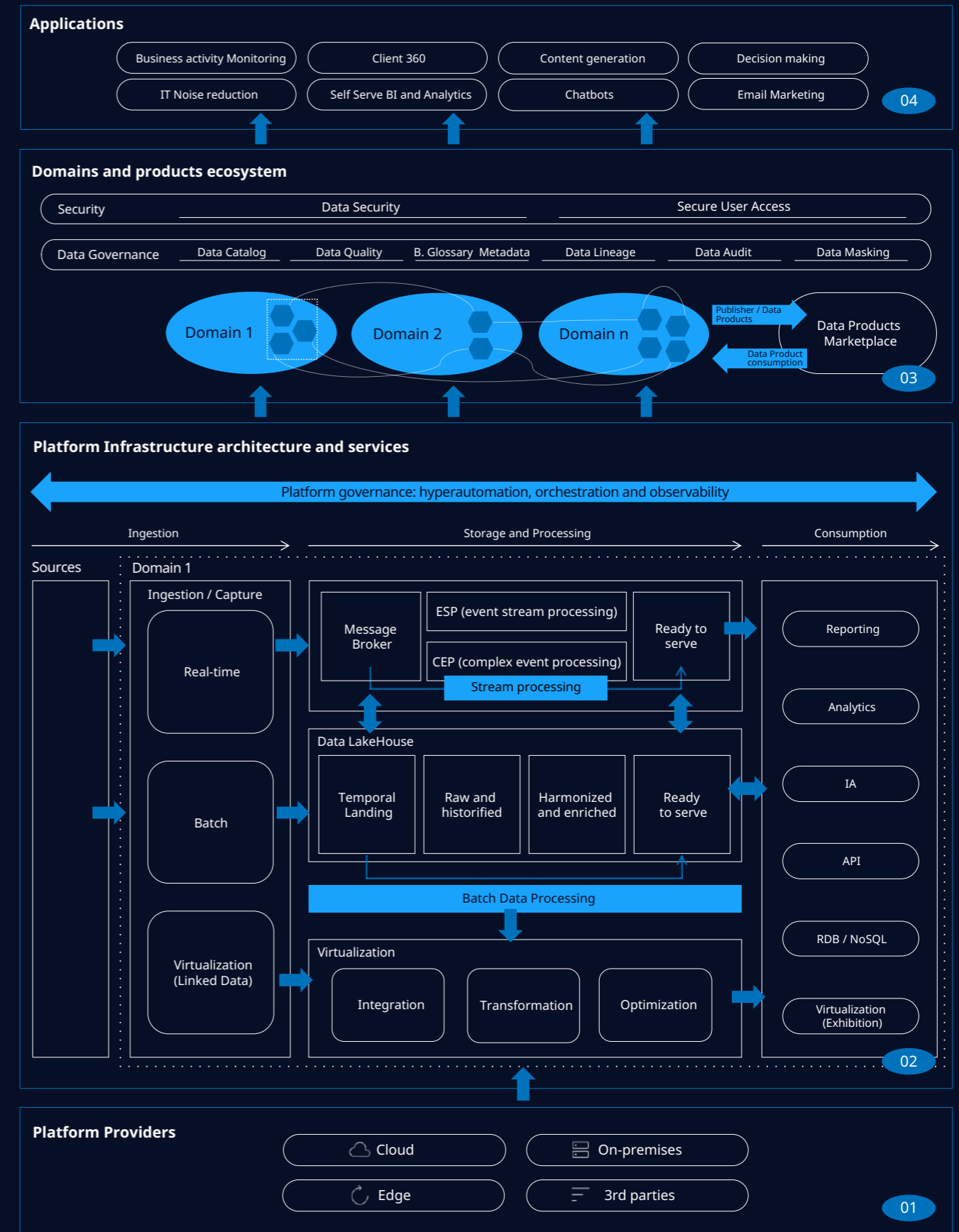
To ensure the standardization of all the different parts that compose a **data product** (data, metadata, code, and infrastructure), it is necessary to establish a **regulated, egalitarian, and federated governance** framework. Moreover, MDM (Master Data Management) capabilities are embedded to serve one or several domains (single or shared/distributed responsibility).

Finally, we also made **Marketplaces** available to publish and consume all types of **data products** (AI models, datasets, data streams, dashboards, APIs, and much more). Each product deploys - in a federated manner - the required policies and processes needed to comply with global standards and Governance Policies.

Application building block (4)

Last but not least, this block identifies and supports data-driven applications, thereby drawing a distinction between **data product and application**. For instance, data products have a more limited and specific scope, so a combination of different data products will allow to build an application, such as a 360° vision of customers.

Comparatively, in the microservices operational world, applications are built by integrating different services, like the use of REST APIs (from web and mobile fronts).



CHAPTER 3

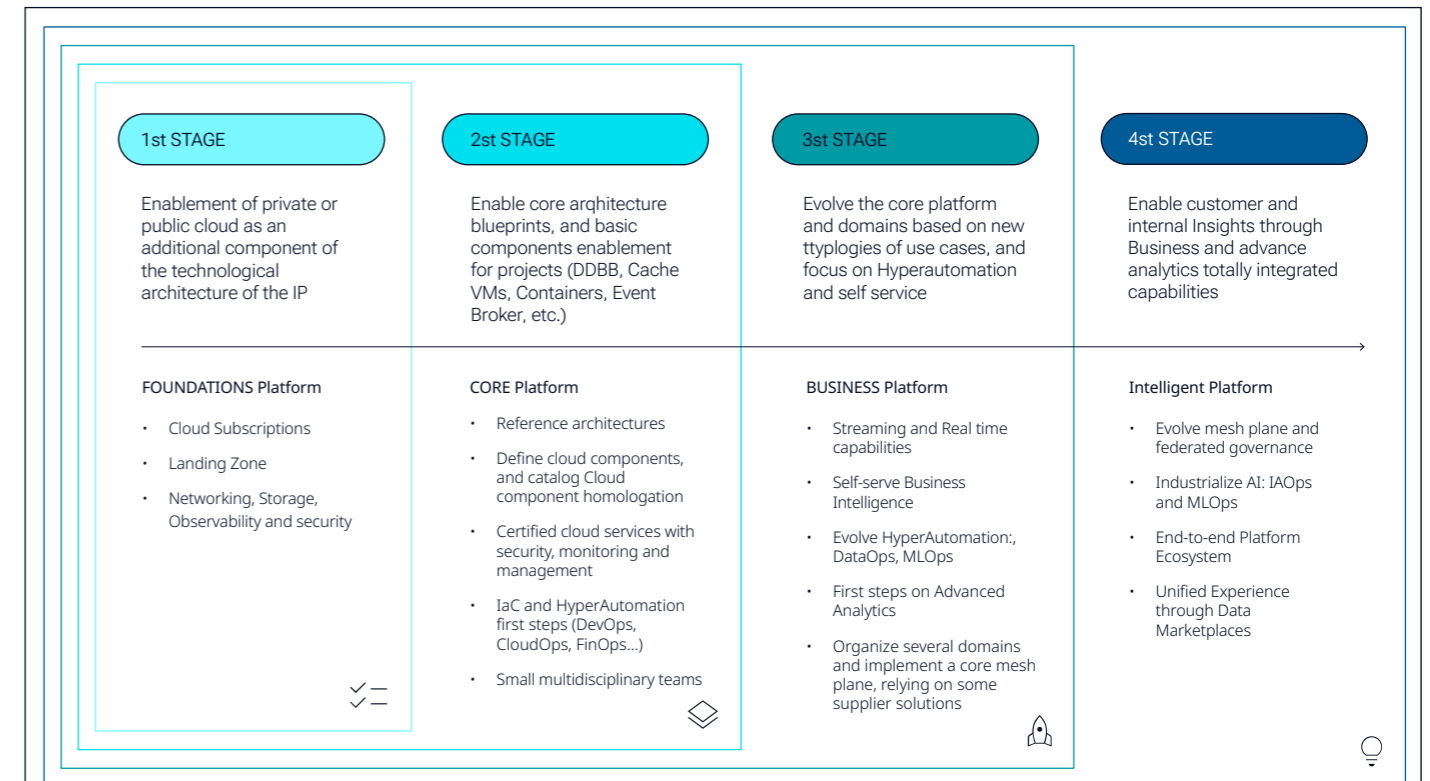
How to onboard on the Intelligent Platform?

Four-stage Maturity Framework

Thanks to our years of experience and market expertise, our proposal for Intelligent Platform is the result of a four-stage incremental maturity framework

It is worth noting that each stage presents key characteristics and aspects that will become the baseline of the next stage of maturity, in other words, each one is a solid base for the next.

The objective is to create a robust, governed and scalable Platform without structural, technological and organizational gaps.



New Data Center

- Increase computing capabilities of public cloud Platform
- Consider regulation & compliance in public cloud projects

Digital and Business Capabilities

- Standardize technology
- Enable technology capabilities through homologated cloud services and technological frameworks

Intelligence Driven Organization

- Launch Intelligent products frequently through technology Platform
- Multitenant oriented to deploy new products across the regions



First Stage: *The Foundations*

As the Intelligent Platform is based on technological capabilities, it is essential that the first step is to **understand the organization's position on existing technologies and their maturity and organizational structure by carrying out a thorough assessment project (AS-IS), which includes evaluation questions, iterative sessions, peer review, and feedback**

Among the evaluation questions, understanding the organization's readiness for moving towards the cloud is essential to design an Intelligent Platform that fits the organization's future needs, as the Cloud offers robust security, a great cost-efficiency ratio, high scalability and a wide range of services that will operate in all four stages.

Therefore, how and when to shift to the cloud is a crucial decision that must be based on objective information. And so, at NTT DATA, we have developed a methodology to support organizations making this informed decision, recommending and providing guidance to create and empower management structures like a **CCoE (Cloud Center of Excellence)**.

Regardless of whether a company does not have a reference Cloud provider or already has several Cloud or multi-cloud products, the starting point is to **prioritize the top cloud initiatives** critical to the business that will help to move forward in a cost-effective and assured manner.

We must emphasize that the prioritization must not only consider these initiatives, but also security requirements, internal and external policies, and regulatory aspects specific to the sector in which the company operates. After the thorough analysis, the groundwork must be completed covering all significant aspects regarding user management, accounts/subscriptions, network topology, security framework and policies, and global monitoring of the Platform.

Hence, this first stage is where the Intelligent Platform embeds the best practices of CloudOps, FinOps, and DevOps to further create a suitable structure (landing zone) towards building the next stages of the Platform and the next generation of assets to create, deploy and configure cloud environments that support business cases.

01

The main benefits of achieving the first stage are:

- **Robust** vision of the technological strategy, deciding the tools and reference solutions that will conform the core to the Platform
- **Greater** security, infrastructure, and governance to improve future use cases
- **Seamless** deployment and migration of any existing department, generating Infrastructure as a Code (IaC)
- **Outstanding** networking and external connectivity, ensuring identity management, storage backup, and scalability for any use case in the future

Second Stage: *Core Platform*

Once the “playing field” has been established (first stage), we can begin analyzing and selecting a couple of use cases relevant to the business to develop the Intelligent Platform’s core capabilities

Small multidisciplinary teams must be assembled by leveraging an **agile methodology**, such as Design Thinking or Lean Startup methodologies, which support driving proper identification, ideation, and preparation of the MVP (Minimum Viable Product), taking into account: functional and non-functional requirements, security, costs, reference architectures, adoption and migration strategies, teams and profiles, future maintenance, business value, a quantified return of investment (ROI) or expected revenue streams, among others.

Leveraging the results attained on the previous assessment performed in the first stage, **architects** can define the first batch of **blueprints** of the data field, considering the use case business needs and new capabilities. The blueprints reflect a tactical, strategic and short-medium vision that allows **efficient and agile management** in case there is no established technological stack certified for use.

Since automation is an essential part of the Intelligent Platform to consolidate the four stages and attain higher quality levels, templates and automations in the creation and configuration of the selected infrastructures and components are also implemented in this second stage.

Moreover, reference applications are developed independently to use cases, covering the proposed **technological end-to-end** so that its correct operation can be tested and safely evolve and add new capabilities.

To conclude the work on this second stage and move on to the next one, the entire process results in a **productized MVA (minimum viable architecture) and MVP (minimum viable product)**, with all fundamental aspects of the Platform working correctly.

Overall, the second stage’s performance can be summarized in the careful selection of a few use cases, the establishment of an agile work methodology and composition of multidisciplinary functional domains, while blueprints of reference architectures allow the creation of a first MVA and an MVP.

02

The main benefits of achieving the second stage are:

- **Having** a core Platform that allows to evolve by leveraging AI
- **Getting** an approved and certified technology stack (focused on security and compliance)
- **Engaging** with the business domains through use cases
- **Starting** an organizational change with the composition of multidisciplinary teams and agile methodologies



Third Stage: *Business Platform*

An explosion of industrialized capabilities and services just burst within the organization, thanks to the delivered MVPs, from the previous stage, and involving key departments that have a special role in the new business case development

This leads to an evolution of what already exists and the provision of new functionalities to the Platform in order to embed more use cases of a different nature and functional domains.

Now, it is the time when use cases implemented for the MVPs need to be refined and converted into **data products**. Generally, data products are comprised of datasets, metadata, code, and infrastructure associated with the covered use case, but **the Platform also provides tools and support** to properly carry out processes of compilation, testing, deployment, etc.

Moreover, the third stage of the Intelligent Platform development allows for the interaction of the different products in various domains, supporting **agility and scalability** principles. In other words, the industrialization of an ecosystem of heterogeneous data products, automation, and the availability of certain accelerator elements play a crucial role in the scalability and use of the Intelligent Platform.

In order to leverage all the knowledge from the different data products that are being implemented and deployed, a **Marketplace is necessary**, which provides information about the architecture, data origins, transformations made, enrichments, cleansing, pruning, quality measures, metadata, security and other policies.

Moreover, at this stage, while CloudOps and FinOps approaches are evolving, **DataOps and MLOps** frameworks start running; abstracting from the details of data management and governance in the Platform, and allowing for self-consumption by different stakeholders (executives, analysts, advanced analysts, data scientists...).

03

The main benefits of achieving the third stage are:

- **Industrialization** of Platform capabilities and use cases
- **Expansion** of new capabilities
- **Democratization** and self-service through a smooth transition towards Data Products and Data Marketplaces



Fourth Stage: *Intelligent Platform*

Once the concept of “Data Product” is established, “Marketplaces” become multi-Platform services - where users can discover and subscribe to multiple products - and “Functional Domains” can develop all kinds of products autonomously. This is when organizations harness robust **Advanced Analytics Platform with Business Intelligence**

The Fourth Stage, The Intelligent Platform, presents itself as a comprehensive ecosystem of smaller Platforms, allowing the development and integration of existing products and services in other cloud providers, or hybrid systems, thanks to the different degrees of abstraction that it provides on the technological infrastructure.

This is the highest maturity stage, where solutions across the organization are fully governed, integrating assets and accelerators to speed up any new use case they support.

From an organizational perspective, domains will start bringing together the operational and informational fields so everything is better governed, improving team collaboration in a self-service way, allowing:

- Improving management and business vision, as data and AI will complement each other.
- Making more informed decisions based on data, knowing the needs and behaviors of customers.
- Upgrade the solution’s performance by optimizing internal operations through the enhancement and proper use of resources (cost efficiency) and response times and increasing user productivity with automation and AI.

As a result, AI industrialization becomes tangible as it is embedded in all systems and processes, thanks to the application of **MLOps and AIOps**, which allow the Platform to replicate and scale up/down when needed, thus supporting current demand, helping IT teams identify problems, and mitigating future ones.

04

The main benefits of achieving the fourth stage are:

- **Automation:** The ecosystem runs without human intervention, allowing users to focus on creating new use cases and testing digital deliveries in an agile way
- **Transformation** of data into information; and information into actionable knowledge, as business and technology rely on a proper ecosystem that extracts value from the collected data



CHAPTER 4

Who must form the team?

Organization & culture

04

4.1 Fostering an agile organizational approach

As we have seen in the previous sections, data-driven companies are facing accelerated changes in the technological field, but they cannot ignore the organizational ones, which often go unnoticed nor are undervalued

However, please make no mistake; they are one of the biggest inhibitors to data-powered organizational transformation. Some examples: restructuring and upskilling teams and roles, preparing flows for fluid interactions, or collaborating between different areas (business and technology).

NTT DATA's Intelligent Platform approach to tackling the organizational challenges proposes a reorganization based on small "Data Domains" comprised of multidisciplinary profiles. This approach is aligned with the Lean Startup Agile Methodology and MVP/MVA (Minimum Viable Products / Minimum Viable Architecture), allowing companies to yield value quickly, measure the SMART KPIs/OKR (Key Performance Indicator / Objectives and Key Results) in each step, and redirect the next steps harmonizing with business value.

Overall, the Intelligent Platform maintains a holistic vision, which is essential for taking an agile approach of cohesive and multidisciplinary teams working in different functional domains well-bounded.



The Intelligent Platform maintains a holistic vision, which is essential for taking an agile approach



4.2 Key teams at the Intelligent Platform

The Intelligent Platform acknowledges the key teams and their roles and responsibilities required for the proper development of each building block of the Platform:



Hyperautomation team

Covers RPA, DataOps, MLOps, CloudOps, DevSecOps, and FinOps, guaranteeing quality, scalability, reliability and repeatability to maximize automation. On top of that, the team generates assets for the organization and provides support to the Data Domain Team when needed.



Core Platform team

Provides global access from and for the Intelligent Platform. The team is composed of cloud, solutions and integration architects, who oversee communications and resource provisioning, ensuring business continuity (CloudOps, Infrastructure As Code, Landing Zones, etc.)



Global data governance team

Establishes the guidelines and policies that must be complied to ensure an interoperable and robust Platform. The team can be configured as global or with Data Domain Teams – and has a close liaison with CDOs.



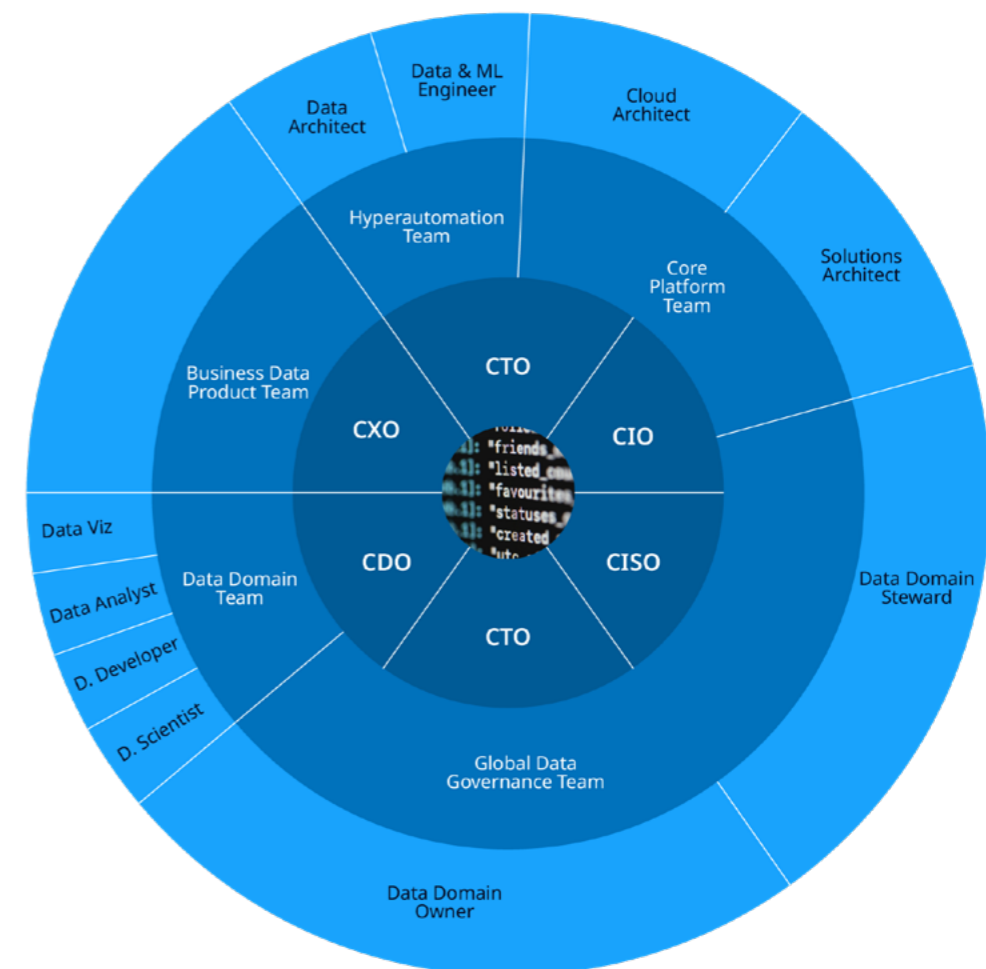
Data domain team

Generates and maintains the data that will be consumed and creates the different data products from the physical repositories. These teams are organized as multiskilled squads and are usually related to one or more data domains.



Consumer data products team

Is a business-oriented team. They look to consume data products from the different domains - leveraging the tools provided by the Intelligence Platform – with the main goal of supporting decision-making in data-driven companies.



CHAPTER 5

Why should you leverage the Intelligent Platform?

05

5.1 Key Benefits



Analytics Potential to meet all organizational needs

The Intelligent Platform has AI built into its DNA, ensuring **secure and governed access** to data. The Platform makes data secure and easy to use by **hiding technical and functional complexities from the user**. It includes features like anonymous services, role management, workspace management, secure component integration, and different tools and APIs to **meet the organization's analytical needs at every level**.



Scaling Up with Data Democratization, self-services excellence, and a distributed architecture

Hyperautomation within the Platform and the use of Marketplaces facilitate the **democratization of data and meet the growing business demand**. The adoption of Data Mesh architectures allows for the creation of **decentralized, functionally-segmented Platforms** within a controlled environment, further enhancing **scalability** and **time-to-market** and, ensuring a **high level of self-service** and industrialization, which is critical for scaling.



Ensuring Business Success: secure, reliable, and easy access to information

The Intelligent Platform aims to **deliver value to the business by guaranteeing secure, reliable, and comprehensive access to information** with a full suite of analytic capabilities, including cutting-edge AI capabilities. Additionally, The Intelligent Platform **inherently simplifies the user experience**, enabling users to concentrate on driving organizational growth and innovation through new ideas.



Revolutionizing Business Efficiency: The Power of Integrated and Automated Technology

The Intelligent Platform provides new capabilities and strengths by harnessing an integrated, modular, and automated technology environment, which yields **higher cost efficiency** and **resource optimization while avoiding vendor lock-in**, eliminating technology stacks, roadmap, collection, and licensing models from a single-supplier.

The adoption of Intelligent Platforms is the key to transforming a company into a true Intelligent-Driven Organization



Intelligent-Driven Organization (IDO)

Job to be done	Pain Points	Global Intelligence Platforms Gains
Data Democratization	<ul style="list-style-type: none"> IT departments are bottlenecks Information silos Ungoverned data Complex information access Technical debt in data capabilities 	<ul style="list-style-type: none"> Improved and quicker data access and analysis 360° views of company data Robust and transversal Governed Data Enhanced security through standardized policies and technologies Greater synergies and collaboration between departments: functional domains and data products
Self-Service	<ul style="list-style-type: none"> Centralized platforms are not shared Monolithic Platforms Lack of tools for Business Users (non-technical) Compliance with regulations (like GDPR) becomes challenging Missing automation and operations 	<ul style="list-style-type: none"> Reduce dependency on Technical Teams Decrease costs Empower Business Users Make reliable decisions Use resources efficiently Improve agility and efficiencies
Fast Time To Market	<ul style="list-style-type: none"> Discrepancy in speed in business data needs than in the implementation Quicker release of new products/ campaigns Lack of expertise and technical profiles to launch new products Legacy corporate Culture and Organization Internal interoperability 	<ul style="list-style-type: none"> Be the first to Market Speed the delivery of products and services Improve business value Become more agile and flexible to market movements Adopt R+D internally smoothly
Advanced Analytics @ Scale	<ul style="list-style-type: none"> Lack of methodology and frameworks to productize ML models Low maturity in organizations and technical solutions around AI capabilities Low reusability of previous work Manual work with low automation 	<ul style="list-style-type: none"> Understand customers and provide hyper-personalized experience Embed AI across services and internal operations Implement AI governance Improve and facilitate the daily work of business users Perform Intelligence decision-making

About NTT DATA

NTT DATA – part of NTT Group – is a trusted global innovator of IT and business services headquartered in Tokyo and serving clients over the world operating in more than 50 countries.

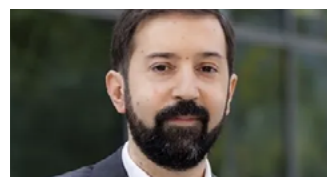
NTT DATA enables clients, as well as society, to move confidently into the digital future, supporting their transformation through consulting, industry solutions, business process services, IT modernization, and managed services.

As a trusted global innovator, our values come from our commitment to our clients' long-term success, combining global reach with local client attention.



Visit us at nttdata.com

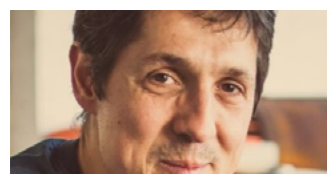
Key Contacts



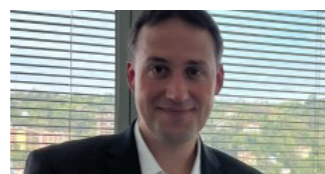
**DAVID
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