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EARLY ADOPTER SIGNAL

Early Adopter Signal

Find where your integrator's agents work, and put your own people beside them

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By the end of your next steering meeting you can know which work packages your integrator's agents are building, and have proposed one of your own people beside each. This page gives you the question, a filled-in table and four steps.

On 8 October 2026 Tata Consultancy Services (TCS) reported “Annualized AI Revenue at US\$ 3.1 billion”, which it said “crosses 10% of Revenue”.

An agent is software that carries out a whole task, such as writing a test script. You may not know whether your integrator's agents are at work on your programme. The question is yours to ask.

On 8 October 2026 TCS reported annualised AI revenue of US\$ 3.1 billion

TCS's own release of that day gives “Annualized AI Revenue at US\$ 3.1 billion” and says it “crosses 10% of Revenue”. The category is TCS's own. A revenue figure does not show where agents are at work on a programme.

On the results call that day Aarthi Subramanian, TCS's President and Chief Operating Officer, described one programme. Her words below are from a transcript published by Investing.com; they give a target on one unnamed client's programme, with no baseline, and nothing is reported to have gone wrong on it.

“In a large, complex S/4HANA enterprise transformation spanning 27 sites, more than 70 legal entities, we are using AI to redesign processes and accelerate implementation. Our approach, supported by TCS agentic platform, targets 25%-30% faster implementation.”

On 1 October 2026 Julie Sweet, Accenture's Chair and Chief Executive, told investors that “AI is making both our own delivery and the technologies we implement more efficient”, gave no figure for it, and said the added productivity “creates greater value for our clients”.

None of the three statements above gives a measured result from agents on a named client's programme. We expect Accenture to give none either at its investor day. The date is Wednesday 14 October 2026, and we are wrong if it names a client and a result.

Nor does any of them say which of a client's work packages the agents build. On your programme, only your integrator can say.

Ask one question at your next steering meeting

Which of our work packages are your agents doing?

A good answer is a list: every work package, marked agents, people or both. You do not run those agents, and you do not need to. You need the list.

If the answer is “none”, have it minuted, and ask again when the plan changes. If your integrator will not say, have that minuted too: a refusal is itself a finding for the steering meeting.

Until your integrator gives you a measured result, the account of agents on your programme is the one you ask for.

Put one of your own people beside each work package

Here is the list, filled in.

A filled-in example. Everything in it is made up.

Work package	Who does it	Your named person alongside	Hours a week	Who covers their day job
Data migration: mapping rules and load scripts	Integrator's agents; its data lead reviews	Amara, finance data lead	15	A contract accountant, 2 days a week
Custom code: adapting existing programs	Integrator's agents; its developer reviews	Tomás, in-house developer	15	Support tickets move to a colleague
Testing: writing and running the scripts	Integrator's agents; its test manager reviews	Hannah, order-to-cash process owner	15	Her deputy, acting up 2 days a week
Interfaces: specifications and build	Integrator's people and agents together	Deepak, integration architect	15	Two other projects wait; their owners agree

Alongside means doing part of the work. Sitting in the meeting does not count. Amara reads each mapping rule before it is loaded. Hannah runs the scripts for her own process and records the results. People like these four may be fully booked already. So the last column says who covers each one's day job for those hours. Cost that cover before you propose it.

Count the hours a shorter build takes from your team

Work it once with example figures, which are illustrative: 4 people, each alongside for 2 days a week over a 40-week build, is 320 days. Take a build a fifth shorter, at 32 weeks, and the same people at the same 2 days give 256 days. That is 64 fewer days beside the work, or 480 hours at 7.5 hours a day. The fifth is our example and no firm's figure.

We think a build done more by agents leaves fewer of your own people knowing its detail, unless your plan puts them beside it.

A shorter build is welcome, and the plan can keep the hours: hold your people alongside through the weeks after go-live.

Whether a shorter build should cost less is a question for your contract and your sponsor. This page is about who is beside the work.

Four steps, each with its test

1. **Ask** the question at your next steering meeting. Done when: the minutes hold your integrator's list, with every work package marked agents, people or both.
2. **Propose** one of your own people beside each work package marked agents or both, with hours a week and cover for their day job. Done when: your proposal, with its names, hours and cover, is on the steering meeting's agenda for a decision.
3. **Write** to your integrator and ask which output each named person can review before it is accepted, under the contract as it stands. Done when: you hold its written answer, with one output beside each name.
4. **Recount** the days whenever the plan gets shorter. Done when: your own copy of the plan shows the days alongside, before and after each change.

BusinessGPS publishes the Early Adopter Signal. Get the Signal by email each week at capability.ai/newsletter.

Sources

1. Tata Consultancy Services, press release, International Growth and Strategic Wins Underpin TCS' Q2, 8 October 2026: <https://www.tcs.com/who-we-are/newsroom/press-release/tcs-financial-results-q2-fy-2027>. The AI revenue figure is for the second quarter of TCS's fiscal year 2027, annualised, in a category TCS defines.
2. Tata Consultancy Services, second-quarter results call, 8 October 2026; Aarthi Subramanian, President and Chief Operating Officer. Quoted from the transcript published by Investing.com: <https://www.investing.com/news/transcripts/earnings-call-transcript-tcs-posts-steady-q2-2026-growth-as-ai-revenue-tops-31b-93CH-4939361>. A third party's transcript. TCS's own investor page carried only the audio when read on 11 October 2026, and the release at source 1 does not carry the 25%-30% figure. That figure is a target on one unnamed client's programme.
3. Accenture, Fourth Quarter Fiscal 2026 Earnings Conference Call Transcript, 1 October 2026; Julie Sweet, Chair and Chief Executive: https://investor.accenture.com/~/_media/Files/A/accenture-v4/investors/earnings-reports/2026/accenture-4q-fy26-conference-call-transcript.pdf
4. Accenture, events calendar, "Accenture Investor Day", Wednesday 14 October 2026: <https://investor.accenture.com/news-and-events/events-calendar>