

Hitachi and Gen-AX release MA-ATRIX maturity model for accelerating business transformation through generative AI

Seven assessment dimensions to enable current state diagnosis and staged roadmap development for generative AI implementation and utilization

Tokyo, October 22, 2025—Hitachi, Ltd. (TSE: 6501, “Hitachi”) and Gen-AX Corp. (“Gen-AX”) have jointly developed a maturity model called MA-ATRIX^{*1} (Maturity Assessment & AI TRansformation Index; Generative AI Adaptation Roadmap) that systematically assesses an organization’s generative AI utilization across seven dimensions, supporting staged business transformation and governance enhancement. Today, Hitachi and Gen-AX have released the model for use at no cost^{*2}. MA-ATRIX was developed based on Hitachi’s over 1,000 generative AI use cases and the expertise Gen-AX has cultivated through providing generative AI-powered SaaS^{*3} and consulting services. While conventional models have focused primarily on assessing only AI adoption on the whole, MA-ATRIX visualizes the extent to which customers have achieved business transformation through generative AI, an area that was previously difficult to understand fully. It does so using seven unique assessment dimensions, including Organizational Readiness, Compliance and Ethics, and Integration into Business Processes, and also assesses effectiveness and staged implementation. This gives customers an objective understanding of their current status and challenges, enabling roadmap development and investment decisions for business transformation. Going forward, the companies aim to upgrade functionality and promote widespread adoption to create a model that will be widely used by customers both in Japan and abroad, supporting customers’ business transformation and new value creation by expanding the use of generative AI throughout society.

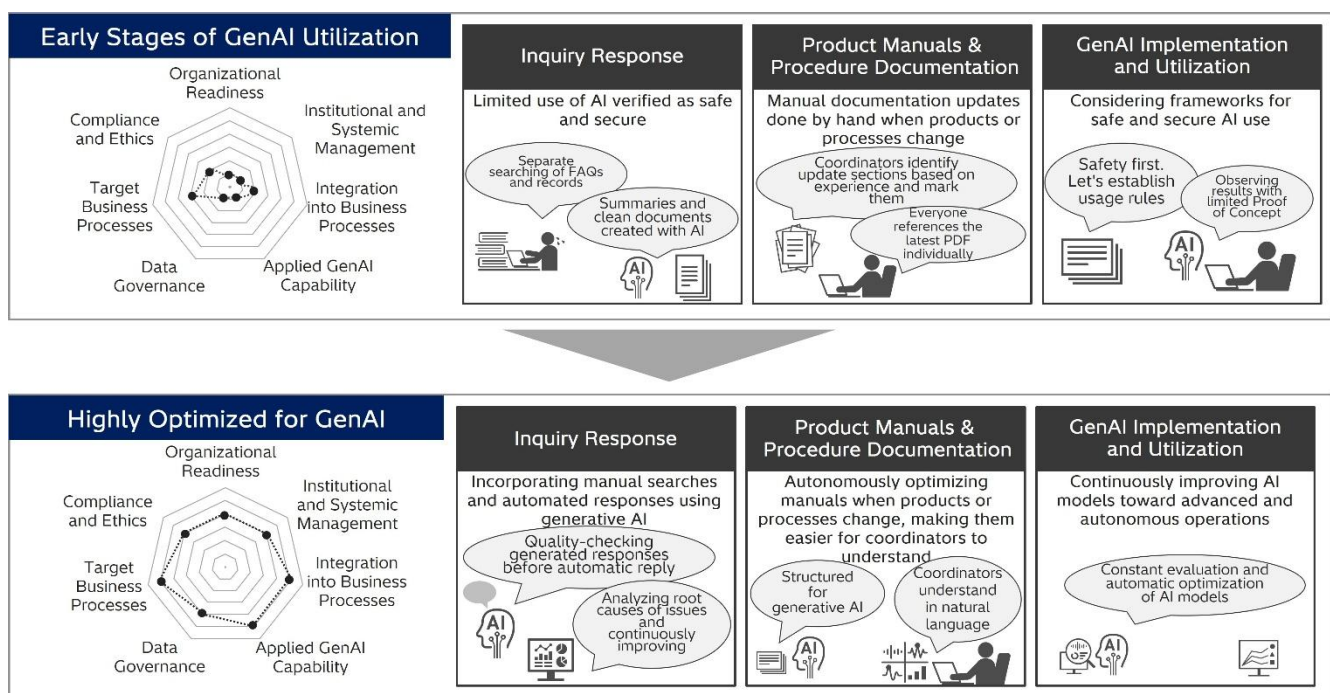


Figure 1: Growth of generative AI utilization maturity

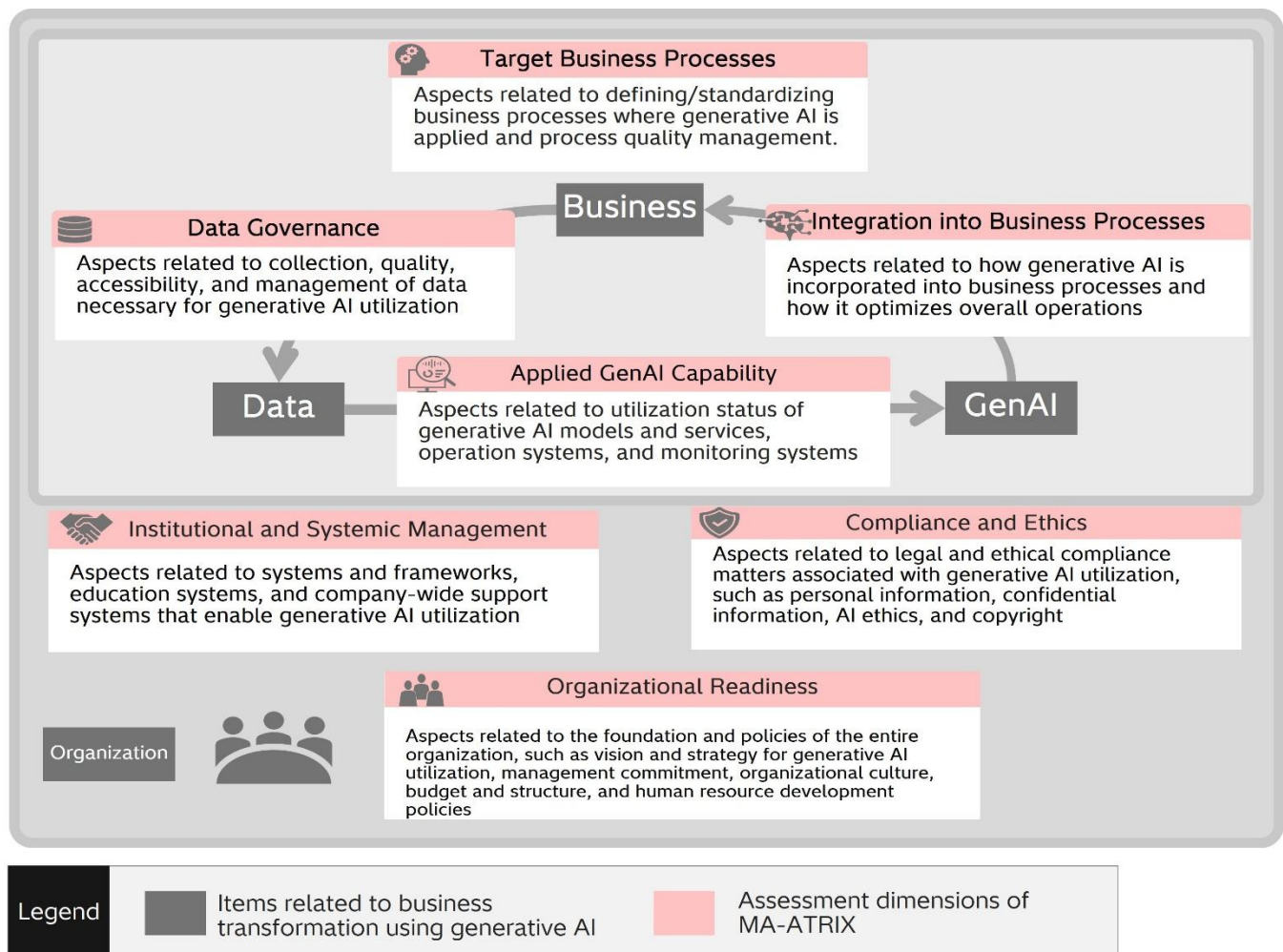


Figure 2: Seven assessment dimensions of the generative AI utilization maturity model MA-ATRIX

*1 MA-ATRIX is a trademark pending registration by Hitachi, Ltd. in Japan.

*2 Publicly available resources for MA-ATRIX: <https://github.com/ma-atrix/ma-atrix/raw/main/docs/ma-atrix-en.pdf>

*3 Software as a Service: Cloud service that allows software to be used as a service via the internet.

Background and issues

With the rapid advancement of generative AI technology, expectations for business efficiency improvement and new value creation through data utilization are increasing. To this point, Hitachi has supported customers' business transformation and generative AI utilization through Lumada solutions and the activities of its Generative AI Center^{*4}, while Gen-AX has done so through SaaS offerings and consulting that leverage generative AI. To achieve further business transformation and expand generative AI utilization across entire organizations, a new framework was needed to objectively assess the effectiveness and maturity of generative AI utilization, visualize the current state, and lead to optimal actions.

*4: [Hitachi Establishes New "Generative AI Center" to Accelerate Value Creation and Improve Productivity in the Lumada business by promoting the use of Generative AI: May 15, 2023 \(hitachi.co.jp\)](https://www.hitachi.co.jp/en/press/2023/05/15/01.html)

Features of MA-ATRIX

Hitachi and Gen-AX developed MA-ATRIX to objectively assess generative AI utilization maturity and support staged business transformation. MA-ATRIX includes seven assessment dimensions: Organizational Readiness, Compliance and Ethics, Target Business Processes, Institutional and Systemic Management, and Data Governance, which are emphasized in conventional AI adoption models. It also covers Applied GenAI Capability and Integration into Business Processes, incorporating perspectives on further AI utilization and business transformation. The model

establishes seven maturity levels ranging from Incomplete to Optimized and even Autonomously Optimized by AI. Furthermore, it defines specific criteria for determining maturity levels for each assessment dimension as Goals and presents concrete initiatives and actions toward achieving them as Practices. This enables customers to objectively visualize their generative AI utilization status and challenges, clarifying the next actions to take. By using MA-ATRIX, organizations can effectively advance improvement activities, roadmap development, and optimal investment decisions based on their current situation.

Additionally, by combining Hitachi’s extensive generative AI use cases with Gen-AX’s insights from SaaS provision and consulting, the model is designed to be applicable to organizations in diverse industries, of various sizes, and in many locations—both in Japan and overseas. Now available as open knowledge at no cost, it will contribute to promoting business transformation across a wide range of companies and public institutions.

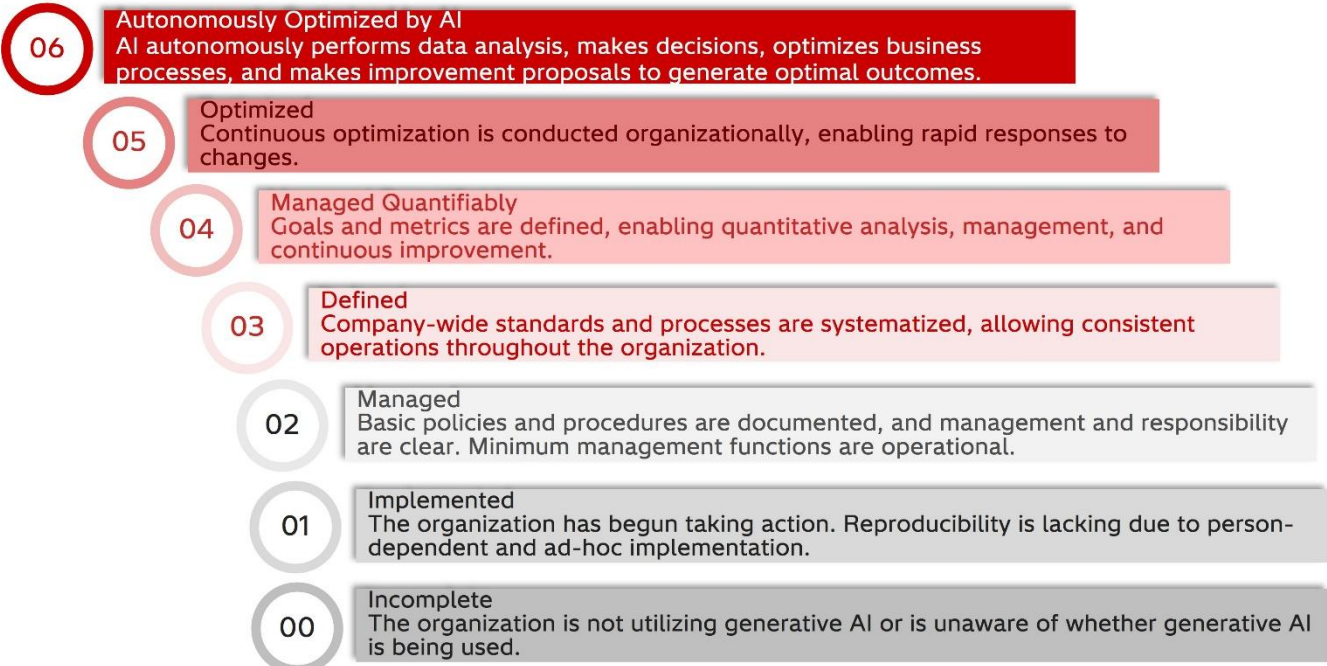


Figure 3: Seven maturity levels of the generative AI utilization maturity model MA-ATRIX

Comment from Professor Hironori Washizaki, School of Fundamental Science and Engineering, Faculty of Science and Engineering, Waseda University and 2025 President of IEEE Computer Society

The exploration of AI is, at its core, the exploration of human activity itself. As the use of generative AI and agents advances, now is the perfect opportunity to reconsider conventional business and organizational approaches, maximizing their value while creating new value previously thought impossible. Particularly important is establishing a developmental cycle that integrates generative AI into business operations, creatively accumulates data and knowledge from outcomes, and incorporates these into subsequent applications. Organizational promotion systems, compliance measures, and institutional frameworks are also key to sustainable progress—but they cannot be perfected at once. They require multifaceted and objective assessment of progress through reasonable, gradual progress based on common understanding among stakeholders. MA-ATRIX provides exactly that type of foundation for generative AI utilization maturity diagnosis, enabling planned business transformation and governance enhancement. Its effectiveness, considered high from a global perspective, is expected to contribute significantly to promoting generative AI utilization and improving the effectiveness of business transformation.

Comment from Jun Yoshida, General Manager of AI CoE Generative AI Center and Chief AI Transformation Officer, Digital Systems & Services Sector, Hitachi, Ltd.

To equip ourselves to solve customer and social challenges, we at Hitachi have thoroughly leveraged generative AI both internally and externally through our Generative AI Center and accumulated a strong base of expertise and technology. Through this experience, we have recognized the importance of visualizing fundamental issues and performing quantitative assessments. Sharing these elements within a given organization enables both better project effectiveness and continuity and growth based on staged assessment. I expect MA-ATRIX, which we created in collaboration with Gen-AX, to become a valuable tool for overcoming barriers to generative AI adoption. Moving forward, we plan to expand its use within Hitachi first, allowing us to accumulate knowledge while exploring ways to deliver value to our customers.

Comment from Shinichiro Isago, Chief Executive Officer, Gen-AX

Gen-AX, which operates under the key message of “fine-tuning business for the AI era as a compass for generative AI technology utilization,” provides not only SaaS utilizing generative AI but also consulting services in areas that include designing necessary business KPIs and data management methods for the AI era. In line with this mission, we at Gen-AX developed MA-ATRIX to serve as a compass for generative AI utilization by Japanese companies. Beyond just working with Hitachi, we aim to collaborate with a variety of companies involved in generative AI to specifically support and transform corporate AI utilization, creating the future of business together.

Looking ahead

Going forward, Hitachi and Gen-AX will continue to improve and evolve MA-ATRIX by incorporating customer feedback and use cases while expanding partnerships with industry and academia.

Hitachi has already confirmed the effectiveness of MA-ATRIX through internal trials. Hitachi will expand its use, systematically addressing business improvements and organizational transformation while steadily accumulating know-how through practical application. By comprehensively understanding project-specific generative AI utilization maturity and challenges, along with deploying solution approaches, Hitachi aims to realize business transformation and field innovation for both ourselves and its customers.

Referring to customers’ generative AI utilization maturity as assessed through MA-ATRIX, Gen-AX will further enhance its consulting services, product development, and delivery. Through the provision of SaaS and consulting services that leverage generative AI and enterprise AI agents, Gen-AX will support corporate AI utilization and business transformation, contributing to future creation for companies.

About Hitachi, Ltd.

Through its Social Innovation Business (SIB) that brings together IT, OT(Operational Technology) and products, Hitachi contributes to a harmonized society where the environment, wellbeing, and economic growth are in balance. Hitachi operates globally in four sectors – Digital Systems & Services, Energy, Mobility, and Connective Industries – and the Strategic SIB Business Unit for new growth businesses. With Lumada at its core, Hitachi generates value from integrating data, technology and domain knowledge to solve customer and social challenges. Revenues for FY2024 (ended March 31, 2025) totaled 9,783.3 billion yen, with 618 consolidated subsidiaries and approximately 280,000 employees worldwide. Visit us at <http://www.hitachi.com>.

About Gen-AX Corp.

Gen-AX, established in July 2023 as a wholly owned subsidiary of SoftBank Corp., develops and provides SaaS products utilizing generative AI and consulting services that support corporate AX (AI Transformation). With core advanced technologies such as autonomous thinking AI and LLM Ops, the company promotes innovation in customer touchpoints, including contact centers and back-office operations, creating new customer experiences through human-AI collaboration. As a core company in SoftBank Corp.'s AI strategy, Gen-AX contributes to solving social and industrial challenges. For more information, please visit <https://www.gen-ax.co.jp/>.

Contact

Research & Development Group, Hitachi, Ltd.

Inquiry Form:

<https://www8.hitachi.co.jp/inquiry/hitachi-ltd/hqrd/rd/en/form.jsp>

Gen-AX Corp.

Inquiry Form:

<https://www.gen-ax.co.jp/contact/>

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