Live Enterprise:
Where navigating your next is natural

Mark Livingston
Global Head – Infosys Consulting

By the time you have finished reading this sentence, the universe has expanded by 4,000 km, the earth has traveled 1,800 km in space and 2,40,000 stars have been born. At the same time, 2.3 million Google searches have been hit, 150 million emails have been sent and Apple has generated $70,000 in revenue. Pretty amazing right?

What is truly incredible is the lightning speed at which technology and markets are moving today, dismantling established business models and giving birth to entire new industries.

In essence, an enterprise is very much akin to a breathing organism, pulsing with life and striving to adapt and evolve to survive. But the intensity of industry disruption and rate-of-change of consumer needs today necessitates staying one step ahead of market demand. In this pervasive digital era, not the fittest, but the most dexterous and visionary will thrive.

At Infosys Consulting, we are enabling some of the world's leading organizations to transform into Live Enterprises of their own, entwined in a symbiotic relationship with their customers through the power of machine learning, big data and predictive analytics. Not only are we exploring the vistas of new and disruptive business models for discrete manufacturers, financial service providers, retailers and telcos but we are also sowing the seeds of the future in places as far away as the farm, trailblazing from the ground up.

Some of our passionate pathfinders are creating cutting-edge innovations for a leading agri-business manufacturer to move them into the agile dimension. The vision is to help them connect with their customers in real time through a major digitization program that will reinvent the firm from the inside out. Other ideas include using AI to detect crop diseases and deploying ground-breaking drone technology to overcome the growing limitations of natural pollination by bees and designing cloud-based driverless tractors for crop farmers.

As the trusted advisor to many other Fortune 500 companies, we recognize that to achieve digital transformation at scale is well beyond any playbook or boardroom directive. We believe, at the core of every client journey, must be the life force of agility – this is really the only elixir that will fuel their ignition forward.

Every day we internalize the spirit of the Live Enterprise in its purest sense, which helps us power our clients forward with their lofty ambitions to reinvent at scale in today's age of digital disruption.
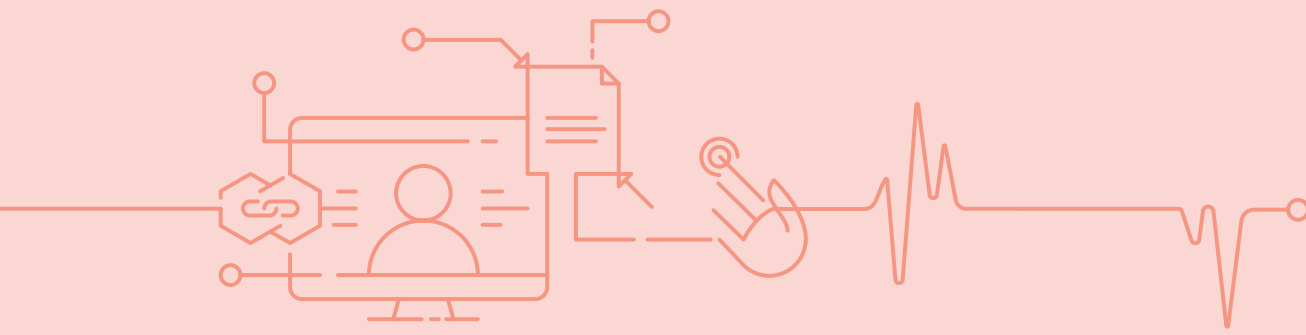
Mohammed Rafee Tarafdar
SVP – Unit Technology Officer

Think of the simple act of sipping a cup of tea. There's so much data being processed, and corresponding decisions being taken, in that very moment. Data that tells you how not to burn your tongue. How not to tip the cup. How the tea needs another lump of sugar to taste just right. And when the cup goes cold, because you were on the phone unexpectedly, that it's time to fix yourself a fresh one. Sensing, processing information – from past experience and in real time, making decisions, changing them and then responding comes naturally to living organisms. In many ways an agile startup is no different in the way it responds to market changes and opportunities to innovate. Which brings us to the question of the large incumbent enterprise.

What will it take for companies with complex legacy landscapes to quickly sense changing business needs and continuously evolve in response? As several of them embark on the digital transformation journey, the opportunity to transform into agile, responsive beings, at enterprise scale, is a compelling one. The opportunity to be a Live Enterprise.

Our vision for Infosys as a Live Enterprise is to position our employees at the sensing-feeling-responding core of the company, with the ability to seamlessly interact with and continuously learn from our client and partner ecosystems. Each one of these interactions, with the associated intelligence, is recorded and linked in real time, through the Infosys Knowledge Graph, to drive better experience, pan-enterprise visibility and operational efficiency. This then feeds into the Infosys Digital Brain to systematically create organizational sentience that makes every interaction value-adding while simultaneously eliminating non-productive work. To realize this vision, we are reimagining our employee experience, our core business processes, and all our enabling IT systems and infrastructure.

This means focusing on personal productivity, nurturing zero-latency in processes, ensuring just-in-time data for decision-making, driving hyper-productivity and facilitating continuous learning to instill new patterns of sentient behavior. Our IT transformation is powered by the Infosys Digital Platform, based on next-generation, cloud-native, internet-scale architecture and engineered using open source software, commodity hardware and no-lockin architecture through distributed agile delivery. The initial releases of our learning (Lex) and personal productivity (InfyMe) apps, delivered on this platform, have seen record-breaking downloads of over 2,00,000 and 1,20,000 respectively. As we start this proverbial journey of a thousand miles, we know we are purposefully navigating our next.
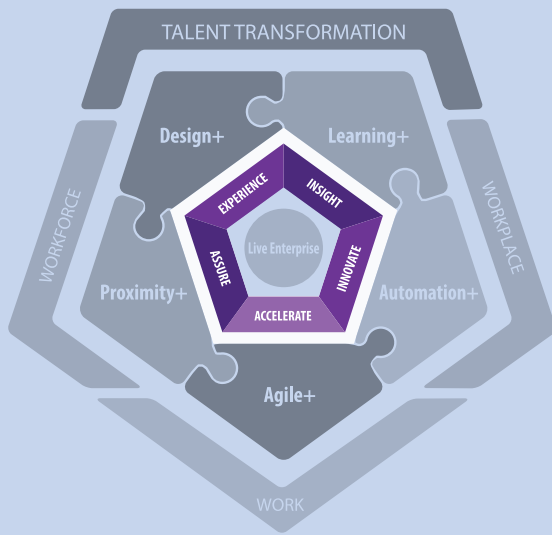
Building capabilities to deliver digital outcomes

Scott Sorokin
SVP – Head, Global Services –
Digital Experience

Several of our clients are getting it right. They are digitizing their core, increasing operational capability, reimagining customer engagement, and augmenting process execution with new digital technologies, all the while holistically integrating their transformational priorities – along with continuously sensing, processing, and responding to changes within their business and its connected ecosystem.

In fact, that's how a global sportswear leader we are helping generated exponential growth. They are transforming themselves from a brick-and-mortar retailer to a more hybrid, customer-first dotcom company. We are helping them leverage consumer insights as the foundation for creating new automated processes and models of working. With data and technology at the heart of the experience they deliver, we are enabling precision marketing with real-time relevance and personalization, bringing their digital brand to life at every customer touchpoint.

For some of our other clients – like a leading American bank – becoming more digital is about bringing exponential efficiencies to operations, so their human talent can focus on creating and delivering new services and experiences. As their digital innovation partner, we are infusing enabling technologies into every aspect of their operations to build a data-driven, automated Living Enterprise platform.

Beyond simply transforming themselves, some businesses that we partner with are digitally transforming the industries they operate in. One of the fastest-growing global logistics companies tapped Infosys to do exactly that. Our algorithms analyze customer and supply chain data to predict when and where to place products and reflow goods. We are also optimizing fleet pricing, appointment scheduling, load efficiency, driver mobility, and customer satisfaction by developing a proprietary technology that links multiple sites with cross-network visibility.

Then again, sometimes being holistically digital makes so much more than just business sense, it also does a world of good. We are also helping to transform the temporary staffing industry, for a global leader, by modernizing their legacy processes and systems to create a brand-new business model and platform across 62+ countries. This platform's algorithm matches jobs to workers based on their skills, experience, proximity to office location, as well as the job seeker's real-time availability.

For these and several other reasons, clients rely on Infosys to help drive their future in an increasingly uncertain, asymmetric, and complex world. We are committed to investing and delivering on the breadth and depth of our digital capabilities to connect insights to decisions, processes to outcomes, and people to each other.
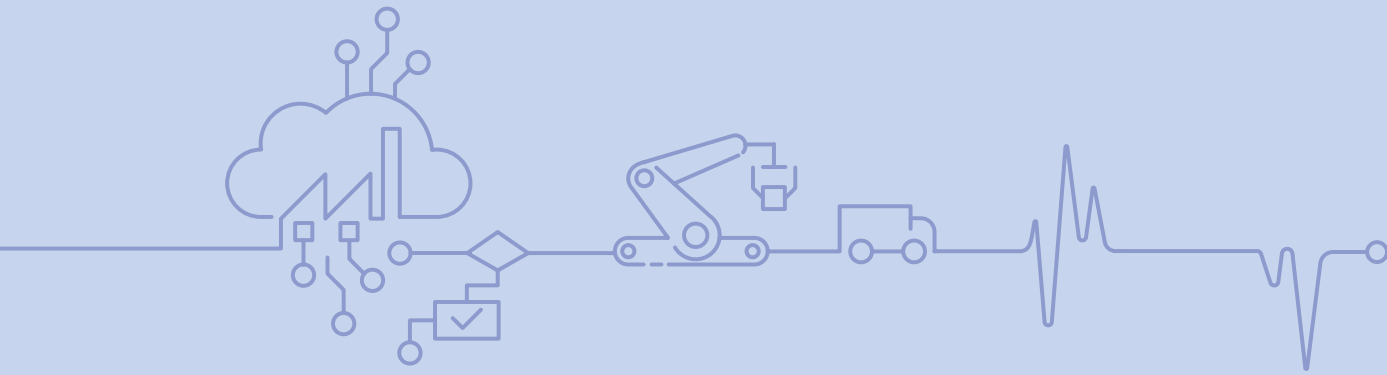
Deepak Padaki
Group Head – Corporate Strategy, and
Chief Risk Officer

Transforming an organization into a Live Enterprise requires grappling with the duality of business priorities : catching the wave of digital technologies to transform the status quo, while also generating exponential return on incumbent investments. Our clients rely on our capabilities to help them through this journey.

The first of these is delivering differentiated **Experience.** We are investing in Infosys Experience Design (IXD), our global design capability, which includes our acquisition of WongDoody and Brilliant Basics. IXD is building a global network of digital design studios as well as partnering with academic institutions, such as the Rhode Island School of Design, to train next-generation digital designers.

Great experiences lead to a wealth of valuable data – the source of **Insight.** Leveraging our own artificial intelligence platform – Infosys NIA®, our data workbench and industry partnerships, we have built capabilities to help our clients ingest data from various sources, define a context to make sense of it, apply predictive algorithms and automate response.

Coupled with insights, enterprises must **Innovate** to compete successfully. They need an iterative process that involves all stakeholders. To enable them to do that, we offer distributed agile development methods, proximity development centers,

digital software platforms such as McCamish, Finacle® and the Edge suite of business apps along with capabilities in blockchain, IoT and other emerging technologies.

All too often, new products break down as they scale. Large incumbent organizations need to **Accelerate** their initiatives by modernizing their legacy processes and systems – to prepare them to easily integrate and adapt to the vitality of new products. Our strong capabilities in cloud ecosystems, legacy modernization, APIs, open source adoption, reusable automation assets, robotic process automation and investments in cloud application skills, such as with our recent investment in Fluido, are helping clients accelerate the transformation of their legacy systems.

Finally, businesses need to **Assure** customers that they conform to regulatory requirements and that their networks and systems are secure. We have built strong capabilities in privacy and security, and a suite of offerings to help comply with regulatory requirements such as HIPAA and GDPR. We have also built a massive repository of reusable test cases to help our clients validate their systems quickly and reliably.

Every navigation needs a reliable compass, and for us at Infosys, these five axes of digital transformation form the charter around which we are investing in the future – for ourselves and our clients.
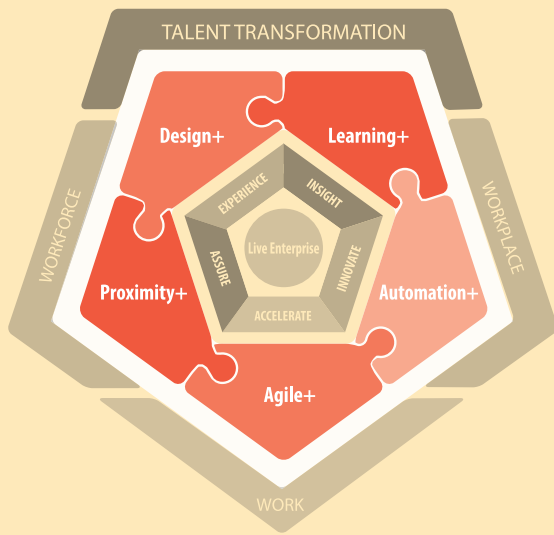
Operating model for the Live Enterprise
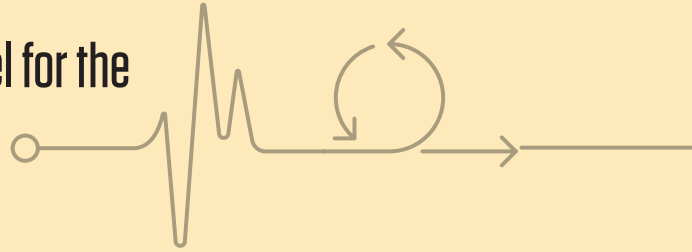
Deverre Lierman
VP – Delivery Head

For our clients, digital transformation is about enabling the business to continuously develop agile, effective responses to emerging challenges and opportunities. It is also about staying ahead of change with continuous learning and evolution – the mark of a Live Enterprise.

Their businesses have a transformation plan that is owned at the top and implemented by leaders downstream. They are equipped with what's needed to drive value from its execution. Yet, many of them agree that they are yet to tackle the most difficult part of transformation – *how to do it*. How to put together the people, processes and tools to enable successful execution and sustainability of results. Our clients count on our operating model to help manage this complexity.

The accelerators of our model bring the advantages of design to their digital solutions, *proximity* to crunch time and space between problem-finding and solution-building, *agile* adoption at enterprise scale, *automated* processes to operate at speeds unmatched by humans, and continuous *learning*.

Take, for instance, the digital skills challenge faced by a business process services firm looking to improve their service across 50 countries. They leveraged the Infosys Technology and Innovation Center in Raleigh to build and house hyper-productive agile distributed teams of over 60 experts in just five weeks, with fresh graduates, trained to

be industry-ready, accounting for 20% of these new-collar workers.

When a manufacturer of transmissions and hybrid propulsion systems in Indiana wanted to set up a 24x7 command center for automated incident management, the proximity of our digital skill-rich flagship center in Indianapolis made it their default choice. The living labs, integral to all our centers, also offer the advantage of rapid prototyping infrastructure.

It was no different with a health services organization headquartered in Hartford looking for design experts to partner with their own teams to assess the effectiveness of and re-engineer their core member portal. They chose Infosys in Hartford to be their agile digital collaboration center.

In these and several other instances, our delivery leadership serves as an extension of our clients' core transformation teams. We address all levers of execution and influence decisions about people, investments, and operations. Our ability to see the business with fresh eyes and to unfailingly rise to meet the challenges of navigating the, often arduous, path to transformation makes us their preferred digital partner.
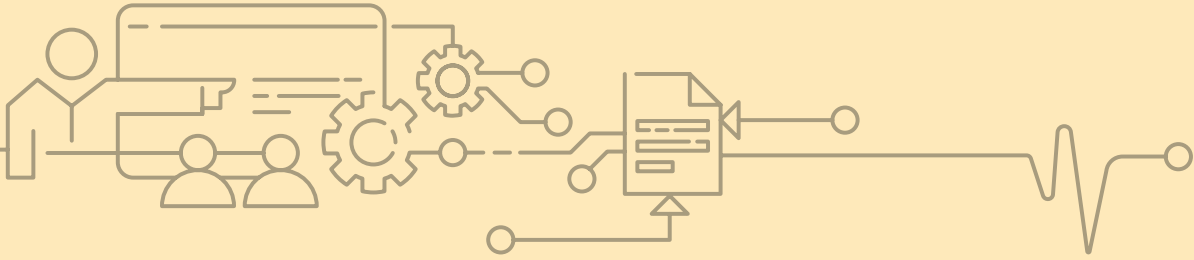
Narsimha Rao M.
Head, Global Services – Cloud,
Infrastructure and Security Solutions &
Independent Validation Solutions

Leveraging digital to become a Live Enterprise is not just about on-boarding the latest in technology capability; it means adopting new ways of working that bring agility at scale when responding to change. This requires progressing conventional operating models into a framework that lets the business embrace a future of continuous evolution and productive flexibility.

The Infosys operating model is already helping steer some of the world's largest, most complex businesses through their evolution. Its five dimensions act as accelerators of digital value realization for our clients.

Design Plus: We work with our clients to go beyond band-aid fixes, and design holistic solutions that can evolve to respond to emerging allied and adjacent problems. Our investments in design studios around the world and our partnership with institutions such as the Rhode Island School of Design help us grow in our ability to think and work across new areas.
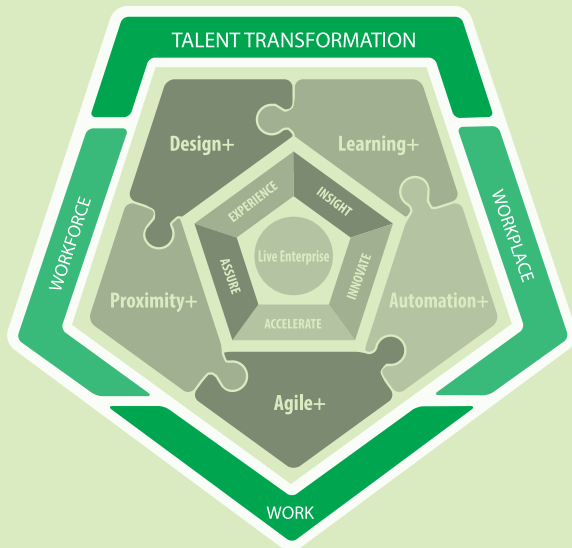
Proximity Plus: Businesses are keen to crunch time and space between problem-finding and solution-building. On-demand, in-person collaboration is often key to accelerating these outcomes. The Infosys digital innovation centers – our fail-fast-learn-faster, hyper-automated, distributed agile co-creation environments – are meticulously modeled to serve this need.

Agile Plus: Digital businesses take the agile approach enterprise-wide. Our aim is to enable our clients to adopt agile, with governance that ensures frequent decision-making is managed by software. Thus agility is not compromised even when scaled exponentially. Continuous training and people-reskilling complement these efforts.

Automation Plus: We work with our clients to build processes from the ground up – especially for repetitive, high-volume tasks – so they can be intelligently automated. This enhances productivity – up to 10 times, saves time, saves resources and takes routine tasks off human hands, changing the scale and scope of what people can achieve.

Learning Plus: We are adept at setting up a 'Digital Brain' for enterprises. This is instrumental in helping our clients learn from data collected from various sources, connect it across silos using knowledge graphs, and then encode this intelligence. We are also experienced in creating and leveraging platforms for lifelong learning. Wingspan, our transformational learning solution for enterprises, is a great example.

Yes, it's about systems, about methods, about processes. But it's also – perhaps more importantly – about culture, mindset and people. Because the operating model, like all models, is only as good as the context in which it is put to work.

TALENT TRANSFORMATION

Design+   Learning+

WORKFORCE   WORKPLACE

EXPERIENCE   INSIGHT
ASSURE   Live Enterprise   INNOVATE
ACCELERATE

Proximity+   Automation+

Agile+

WORK

The talent transformation imperative

Jonquil Hackenberg
Partner – Infosys Consulting

With the demand for digital talent far outstripping its current supply, a multitude of newly-created roles are going unfilled. As businesses pivot more into digital operating models, we see a unique opportunity to help our clients embrace holistic talent transformation.

Our experience tells us this is a common challenge across all industries. It is unrealistic to assume that a majority of the digital jobs will be filled by STEM talent alone. The digital era's new-collar worker will likely have a rich background in diverse disciplines, with a variety of perspectives that will serve as a real asset when tackling yet-to-be-defined business challenges.

In fact, at Infosys, we have trained and integrated – at scale – liberal arts experts and design talent, along with our developers, to work together to build digital solutions for our clients.

Having learned from these endeavors, we are fully equipped to help our clients better prepare their own legacy workforce for a bright and prosperous digital future. We share with them alternative education paths, that often include coding camps, online certification classes, training-on-employment and other types of vocational skilling, that have helped us build our own robust digital talent pipeline.

We are also mindful of the frenetic pace of work and life today that makes it hard for workers to take 'learning breaks'. We believe, on-demand, job-relevant,

modular learning delivered to the workforce throughout the period of their employment will bring transformational results.

For this reason, we offer to our clients Infosys Wingspan – our cloud and mobile-first learning solution, that is designed to provide modular interactive learning experiences, accessible anytime, anywhere and on any device. It facilitates a culture of lifelong learning and helps organizations reimagine their talent transformation experience – and open up to a more diverse workforce, reflective of a diverse customer base.

It's not just the workforce, but also the workspace that must transform. Open, collaborative living labs-like setups amplified by automation, data-led insights and seamless employee experiences are more suited to the needs of the digital economy. We offer clients the use of our purpose-built digital proximity centers to bring these advantages to accelerate their talent transformation journey and maximize employee productivity.

By helping businesses manage the work-workforce-workplace transformation, we help them not only remove barriers that would otherwise have prevented them from fully participating in the modern economy, but we also ensure that they remain relevant in the future – and a Live Enterprise.

Krishnamurthy Shankar
Group Head – Human Resources and
Infosys Leadership Institute

The world of work is rapidly changing. A newfound digital fluency enables so many people to find and solve incredibly hard problems using software tools that seem to be getting sharper by the day. As jobs that were once executed by humans alone now become tasks jointly driven by humans and software-driven machines, the division of labor between the two is becoming stark. People must become better problem-finders because machines are evolving to be the more efficient problem-solver. Even better, as the gig economy grows stronger globally, human enterprise can now be scaled with as much flexibility as we scale the leverage of our digital helpers.

The Live Enterprise fully appreciates the reality of this blended nature of work and the need to transform its workplace and workforce in response. At Infosys, that's our endeavor too.

We are transforming our workplaces into open, collaborative spaces allowing employees to connect with each other and co-create seamlessly. This makes for an agile, immersive environment conducive for ideas to take shape and innovations to be prototyped at speed. From paperless employee onboarding to information and applications on the go, we are also bringing a mobile-first convenience to our ways of working. For example, our InfyMe app is a window to the world of Infosys that every employee can access with a simple tap on the mobile. Compass

and Lex are two other apps that are immensely popular among top-performing employees seeking to proactively shape their careers to leverage emerging opportunities and to also develop corresponding skills. These are early manifestations of the connected, sentient digital world we are beginning to build for our people.

While the workplace is changing, so is our workforce. We have identified the digital skills essential for our people to thrive and are creating learning paths for them – through training, hackathons, lab hours, apprenticeships and on-the-job experience. We deeply acknowledge and incentivize skill-building in new digital areas, while our 'Be the Navigator' program encourages its proactive application to innovate and solve new problems within the client context.

With the accelerated pace of digital innovation, the simple fact is that keeping up with change and continuously striving to transform talent is hard work. Yet, embracing creative, people-first solutions and new ideas to ensure workers continue to be relevant for the future, is exactly the way the Live Enterprise would respond to the challenge. That has been our response too.