

FAQs
Sapphire 2009



IMPACT™ with
Value Realization Method (VRM™)

1. What is VRM™?

VRM™ (Value Realization Method) is Infosys' approach for helping clients maximize business value by driving measurable results from process improvements.

2. How can VRM™ help influence key decisions during a transformation Program?

All programs go through pivotal “Moments of Truth” that are vital to long-term success of the initiative. Some of the key questions VRM™ helps address are:

- Go/No-Go?
- What is the right scope?
- What is the correct requirements prioritization?
- What is the optimal project release sequence?
- Beginning with Go Live, how can responsibility for realizing value be managed?

3. Why is it so important to “manage to value” continuously during a transformation program?

VRM™ was developed in recognition that transformation program success is ultimately measured, not only by being on budget and on time but by being “on value”. If the program does not deliver the value agreed upon and communicated in the business case, then it will not be accepted by stakeholders as successful.

A reality is that without such a “value focus”, a transformation program unnecessarily leaks much business value. Stakeholders are left to wonder what happened, and to where did the promises of business value disappear.

For these reasons, VRM™ provides distinctive management methods, tools and accelerators to uniquely keep a laser focus on value realization from the first day of the program to the last day of the solution's life. Potential value leaks are anticipated and thus avoided or minimized. VRM's “intensive, every-day value focus” is an important differentiator of Infosys capabilities that are highly relevant in today's economy.

4. How does VRM™ help clients realize value?

VRM™ supplies best practices, tools and methods on WHAT, HOW and WHEN to maximize business value.

Examples include:

- Tailoring the business case to decision needs
- Strengthening buy-in from all stakeholders
- Aligning to the firm's strategy

VRM™ links specific solution capabilities that need to be augmented or built, to operational processes and associated KPIs. VRM™ guides the identification of trustworthy baseline and target values for relevant KPIs which are key inputs into the Business Case. Value delivered, in terms of operational KPIs achieved, is meticulously tracked throughout the course of the program. All decisions, whether related to the program overall or to design, are taken in the context of how the decision would impact delivery of value. This unrelenting focus on value alignment at points of decision enables VRM™ to stop value leakage at its most common escape points.

5. My company is trying to ensure business value as a priority throughout the transformation program, but we are running into challenges doing so. How can VRM™ help address this?

VRM™ helps address business challenges faced by almost every firm, even those that have attempted to closely manage their firm's value. Below are some sample business challenges and how VRM™ can help address them.

Business Challenges	Infosys' Response
Value is not clearly understood prior to and throughout the program	<ul style="list-style-type: none"> Quantify value potential Determine business processes on which to focus Identify changes needed to drive results
Value does not drive solution design	<ul style="list-style-type: none"> Prioritize high value business requirements Conduct cost benefit analysis on program projects Optimize process performance
Value is overlapping across programs	<ul style="list-style-type: none"> Ensure value driven projects are tracked in a mutually exclusive manner Create constant feedback loop to assess if project value is on target
No clear accountability for achieving business results	<ul style="list-style-type: none"> Align metrics with individuals Secure stakeholder agreement and adoption of how the program will be measured Support program goals with data from value analyses
Value is not tracked throughout the program	<ul style="list-style-type: none"> Ensure program value is monitored post-launch Establish metrics agreed upon by all stakeholders

6. Can I use VRM™ during any stage of a project or large transformation?

Yes. In fact, VRM™ was designed to be flexible in the event of assisting transformations mid-flight but it is robust enough to support entire end-to-end programs.

7. What are some of the key features of VRM™?

VRM™ has numerous components and deliverables to help client management maximize value within transformation programs. Highlights of these deliverables include:

- Offering line of sight from change initiatives (projects) to the operational changes to the financial results through VRM™ Value Diagrams
- Defining key metrics relevant to the program and helping establish ownership and accountability through VRM™ Metrics Management
- Analyzing the full business value implications of a proposed business investment, including key benefits, costs, and risks with a VRM™ Business Case
- Assessing the gaps for value creation and helping set the direction for a transformation program through a VRM™ Value Scan

For answers to questions and additional information, please email us at:

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