



Building Business Resilience with Infosys Live Enterprise

A White Paper



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Background

Leveraging flagship customer events as thought leadership forums

Each year Infosys holds its flagship 'Confluence' customer events in all its major regions (Americas, EMEA, APAC). These large gatherings bring together for a few days customers, partners, thought leaders and influencers, and as such present Infosys with a major opportunity to evolve and extend its positioning as a strategic partner – and not just to the CIO - and innovator. Thus they are much more significant events than a simple annual celebration of success, and the emphasis on thought leadership around digital has become more pronounced in recent years.

The core message from the Confluence 2018 events was the '*Navigate your Next*' tagline and what Infosys refers to as the digital navigation framework of **Experience, Insight, Innovate, Accelerate** and **Assure**, on other words the key capabilities needed to support clients in their digital transformation. Most of Infosys' offerings are now presented around this 'digital pentagon', and the messaging has evolved since 2018 to emphasize what Infosys refers to as its digital operating model of Design, Proximity, Agile, Automation, Learning.

Introduction of Live Enterprise Suite - thought provoking

The 2019 Confluence events saw keynote sessions in which Infosys presented its take on how the concept of the '*Live Enterprise*' is particularly relevant for all enterprises in their digital transformation journey. We noticed keen interest in the concept of the Live Enterprise by many of the clients attending, also that these sessions seemed to be provoking some thinking by several about how applying that concept to their own organization might bring potential benefits.

Where Confluence 2018 saw the introduction of its digital navigation framework, at Confluence 2019 Infosys presented for the first time its **Live Enterprise Suite**. This is a not so much a suite of applications more a set of underpinning capabilities, and grasping what all of these are and how they can potentially be applied to best advantage is not straightforward. As we should expect to see elements of the Live Enterprise Suite feature more heavily across all of Infosys' portfolio over the next few years, it is important for existing and prospective Infosys clients to have some understanding of what Infosys is offering with this platform. Accordingly, this paper looks at Infosys' thinking behind the suite, at some of its components, examples of how Infosys might leverage these in helping clients navigate their own digital journey, and why it is an important development for Infosys and for its clients.

Sipping its own champagne

The concept of the Live Enterprise and its analogy to living organisms is not new; what Infosys has done is take that concept and apply it to the whole notion of digital transformation. The company first referred to the concept in its Annual Report for FY18-19, describing a Live Enterprise as being a sensing-feeling-responding organization that is continuously evolving, innovating and "always learning", capable of reimagining business processes and employee experiences, with intelligent automation embedded, that drive hyper productivity and enable fluid operating models. This messaging resonates well with large incumbent organizations with complex legacy landscapes looking to become more agile and stay relevant.

Without doubt, the Live Enterprise Suite is of strategic importance to Infosys. A key feature in its messaging around the Live Enterprise is that the company has been practicing what it preaches, internalizing the concept to fuel its own vision and transformational journey of becoming a completely knowledge- and data-driven organization, and having used the Live Enterprise Suite internally since April 2019.

1. Focus of digital initiatives moving from efficiency to effectiveness

As part of its preparations in launching the Live Enterprise Suite, Infosys spoke with over 1,000 clients about their macro challenges and aspirations. These conversations revealed some common aspirations, including:

- Having the speed and agility of a start-up
- Becoming more responsive
- Being networked
- Being able to leverage collective knowledge to increase the velocity of ideas
- Effectively leveraging intelligent automation
- Reducing the cost of operations in both run and change operations.

Organizations that are early and mid-stage in their digital transformation journey are typically focusing on simplifying and modernizing their IT landscape and business processes, using intelligent automation to drive down costs and improve productivity. In more advanced organizations, the focus has moved beyond simplification to looking at ways to improve organizational agility and customer responsiveness, including in order to increase the velocity of new product and service development.

Infosys Knowledge Institute recently published its findings from this survey in a report called 'Digital Radar 2020'. Of the organizations surveyed,

- Over two thirds (68%) are classified as 'Explorers': they are actively engaged in a number of digital initiatives, many of these still at PoC or pilot stage, but are not yet scaling many of these initiatives at an enterprise-wide level
- A small minority (10%) are laggards (Infosys describes these as 'Watchers'), with fewer digital initiatives in place, and these typically focusing on efficiencies from simplifying and modernizing legacy systems
- Infosys classifies just over one fifth (22%) as Innovators, with many more digital initiatives moving from pilot phase to scale.

Improving the employee experience as critical as improving the customer experience

The growing emphasis on customer-centricity by organizations in all sectors is a well-known trend. Infosys highlights there is also an increasing recognition by organizations, in particular those in the 'Innovators' cohort, of the importance of having effective learning and development systems in place as part of a broader thrust to empower employees as enablers for business transformation. Improving the employee experience, ingraining learning, and introducing new ways of working are as critical as improving the CX or achieving mass personalization. Unsurprisingly, Infosys' Live Enterprise Suite includes some innovative learning management solutions, as is discussed in the next section.

2. Digital transformation trends in next few years require major changes in organizational mindset and approach

Infosys posits four major organizational trends over the next few years relating to the use of digital technologies:

- The use of AI becoming core rather than in pockets
- Enterprises becoming more sentient, capable of sensing and responding in real-time to changes (in customer requirements, supply chain, et cetera), and of adapting to major changes with greater agility
- Enterprises moving and managing workloads across hybrid clouds (multiple public and private cloud) and at the edges (IoT, Smart products etc.)
- A major evolution in the worker ecosystem, with phygital ecosystems of humans (employees, contractors, gig workers) and machines working together becoming the norm, this model being a significant factor in helping enterprises drive new business models as well as become hyper productive.

All four present a significant acceleration in the developments in digital that we have seen in recent years (for example with hybrid cloud models, electric infrastructure, agile models, microservices, modular platforms, mobile and smart products, human + machine, etc.). As Infosys declares, these demand a major shift in organizational approach and mindset if they are to be harnessed effectively to drive transformational change; and for many firms, incremental change will not be enough.

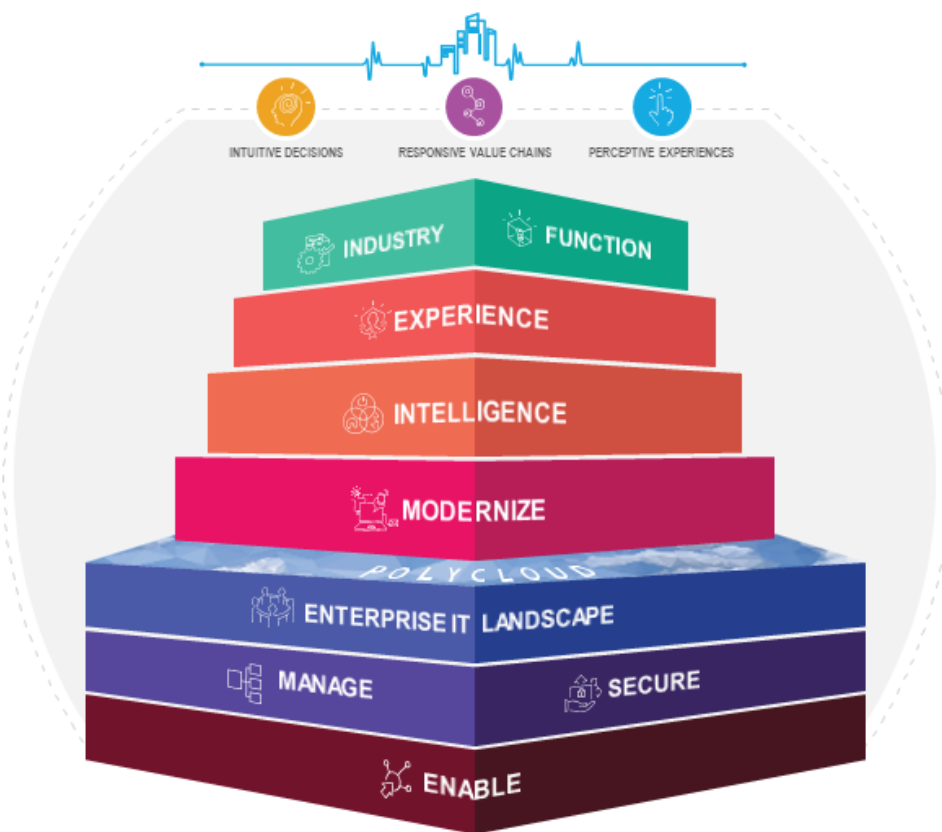
Infosys describes the new required mindset in terms of having five attributes:

- **'Think interactions'** (rather than transactions). Where transactions are typically treated as discrete tasks, an interactions-minded approach looks at activities, tasks, information collection, collaboration and sharing in terms of where and how they fit within a larger lifecycle and is focused on driving value exchange in each interaction. Infosys emphasizes employee interactions in its Digital Radar 2020 report, but this applies equally to customer interactions
- **'Think ecosystem'**, i.e. evolving from thinking in terms of linear process models (e.g. for supply chain, product development, HR interactions) to thinking in terms of circular models, where historical data is enriched by feedback, insights and intelligence from intelligent automation and external sources
- **Sentience**, or 'sense, respond evolve'
- **'Platform mindset'**, with an evolution from the traditional emphasis on feature and functionality to a stronger emphasis on evolvability
- **'Micro is the new mega'**, managing transformation initiatives by focusing on a specific interaction and reimagining it by applying a micro change management approach to software development.

These five attributes are all evident in the concept of the hyper-productive Live Enterprise. #Outcomes from applying this mindset and approach should include:

- Perceptive experiences: relevant, simplified experiences with near-zero latency for employees, customers, partners, etc. ('Think Interactions')
- Intuitive decisions (from sentience); enterprise will be able to sense and respond in near real-time to changing business or customer needs
- Responsive value chains, through agile, responsive processes with guided practice and micro-feedback.

And these are the ambitions of Infosys' Live Enterprise Suite.



3. The Live Enterprise Suite

So, what is in the Live Enterprise Suite? Sitting on top of, and augmenting, legacy IT landscapes (it can be integrated into any enterprise IT landscape), it comprises a set of modular components, architected on cloud native technologies and open source software. Business and platform services modules reside in the Service Store. There is a factory of micro bots for specific platforms and code-level automation assets. Key capabilities include:

- Several SaaS solutions focused on employee productivity and learning management:
 - Launchpad, an onboarding platform that new hires can use at the pre-joining stage. It takes users through relevant onboarding activities for their new role and provides personalized information, for example on processes, guidelines and key contacts. As well as helping new joiners become productive from the get-go, there is sustained value in providing a good onboarding experience: a poor onboarding experience can have a negative impact on motivation and is a common factor behind new employees leaving positions within a year
 - A mobile first employee productivity platform (used internally as InfyMe): provides personalized information and support, including company notifications, salary-related information, interactions related to attendance, travel, claims, and performance reviews, and IT helpdesk. As well as improving the employee experience, it also eliminates a lot of HR helpdesk activity
 - Infosys Wingspan, a mobile-first training platform with content curated from a range of sources. It provides personalized support and learning recommendations and has a learning assistant chatbot. Users can set goals, see their learning history, test their competencies, and gain certifications. The platform also offers opportunities for collaborative and competitive learning. Wingspan also provides analytics on learning trends within an organization. Infosys initially developed the platform for internal use (calling it Lex). Launched commercially in fall 2018, Wingspan has seen early take up: clients using the platform include ones in the education, pharma and financial services sectors.
- The Experience Configurator, enables experience designers and process owners to design a hyper personalized user experience that continuously analyzes how a user behaves when interacting with UIs using telemetry, then uses that information to personalize the user experience through built-in user archetypes and continuously learn and improves
- Infosys Microservices Acceleration Platform (IMAP), supports large-scale microservices development. It offers an integrated view of a microservices development landscape with a real-time dashboard, a set of design-development frameworks and best practices, some automation tools, and quality checks. The platform helps increase the velocity of new application development. It can be customized to accommodate various DevSecOps tools.

Underpinning AI capabilities include:

- Infosys Knowledge Graph and Digital Brain (provide sentience). The knowledge graph links transactional data and information coming out of interactions between an organization's employees, networks and devices, helps contextualize and prioritize relevant info. The digital brain orchestrates responses to data coming from direct and indirect signals. It uses AI/ML tools, an agent framework to intercept signals from AI/ML agents, and an intelligence store. It can be used to create digitized personas, and to help a decision maker take action

- Chatbot-based offerings. NIA Chatbot enables conversational and questions-based interactions to enable self service capabilities and minimize the IT/Operations overhead
- AI Services to see, read, scan, translate, listen, speak and summarize texts

Expect also to hear more about Infosys' Smart Buildings and Spaces offerings of application solutions, based on the Infosys SCALE (Sustainable, Connected, Affordable, Learning Systems and Experiential) framework, for assessing, implementing and operating smart spaces. Key partnerships behind these offerings include Johnson Controls and Qualcomm Technologies.

The underpinning digital infrastructure includes the:

- Infosys Polycloud Platform, enables users to build vendor-agnostic solutions across cloud providers. It includes a vendor selection support framework; smart brokerage; self-service tools for server provisioning and deployment; and a governance framework (financial and technical) ensuring security compliance
- Infosys Data on Cloud Platform, enables petabyte scale data movement and management across the Polycloud. It also includes tools to support the shift from proprietary appliances and databases to open source and cloud platform services
- Infosys App on Cloud Platform, enables applications workloads to be containerized and moved to cloud and also accelerates the development of cloud native services and applications
- Infosys DevOps Platform, open source platform to help accelerate DevSecOps capabilities at enterprise scale
- Infosys Live Enterprise Management Platform, provides IT service management across the BPM, application and infrastructure layers.

4. Examples

Infosys

As we noted earlier, with its Live Enterprise Suite Infosys is commercializing various assets it has developed and been using internally as part of its own transformation journey to become a digital native organization. Thus the first examples of what can be achieved from using components of the Suite come from Infosys itself - and the benefits have been far-reaching. Infosys estimates that:

- In terms of perceptive experiences:
 - Over 30,000 employees have been onboarded through Launchpad. In its own initiative to reimagine this employee experience Infosys has reduced from over 100 applications to just three mobile apps
 - Over 226,000 employees are on the learning platform, and spending an average of 35 minutes each day on learning
 - Over 170,000 employees are on the InfyME platform, and Over 45% of its employee interactions are being conducted on mobile devices
- In terms of responsive value chains:

- Background checking is 60% shorter, with 1.2 million paper documents eliminated/year; onboarding processes have a 40% shorter cycle time and 50% reduced effort. These equate to a 2,100 billable person capacity release -and of course means faster time to productivity
- The company has reduced project IT setup time by 12x
- In terms of intuitive decisions:
 - Employees now have guided and personalized learning paths and trails. This will surely enhance Infosys' reputation as an employer of choice
 - It has improved its ability to predict new skill demands; skills matching to projects is fully automated
 - With sales activities, an improved ability to sense client requirements and intentions.

Clients

Infosys emphasizes that its Live Enterprise Suite can be used by enterprises in all sectors, and is relevant for corporate functions like HR, finance, sales, marketing, legal, and also for industry-specific areas.

Infosys already has over 30 clients using some element of its Live Enterprise Suite. Early adopters include:

- A U.S. healthcare company, to transform its processing of ~250,000 claims per day, mostly requiring manual intervention. In an example of a responsive value chain, the client is using the Live Enterprise Management Platform to monitor and gain near real-time visibility into eight critical claims processes through to the post-adjudication phase. The client has improved the productivity of its claim reviewers through auto healing and its claims accuracy by 85%
- A consumer good company in beauty space had a issue with the launch of new products to market due to poor visibility of product across multiple ERP/Systems. This was resulting in items not available as per campaigns and significant operational overhead to fix it. Using Knowledge Graph, business events and sentient agents the visibility across item life cycle was improved and the entire process was simplified and made straight through.
- Siemens: has started using Wingspan as part its 2020+ strategy to bring a next generation learning experience with personalized learning for employees, and improve learning management at an enterprise level
- A global consumer goods company, also using the Knowledge Graph and Digital Brain, in this case in order to achieve near real-time traceability of certain goods to help it meet regulatory requirements and able to trace the product across the supply chain within few hours
- A Middle East energy company, also a client of the employee productivity and event mobile app
- A global investment company, using the Polycloud orchestration and management platform
- A global consumer goods company is reimagining the employee experience using the Live Enterprise thinking and framework
- A global bank, looking to move around one petabyte data per day to cloud, is using the Data on Cloud Platform to move petabyte scale archival data to open source databases and simplify its data landscape.

5. What next?

In terms of Infosys' service delivery, the management platform is now core to all new engagements.

It is still very early days for Infosys in commercializing the Live Enterprise Suite. The first 30 or so early adopter clients are typically leveraging one or two elements for specific activities; as the value is shown, their usage of the suite is highly likely to expand.

We expect to see Infosys develop some industry-specific versions showing the applicability of different components in the suite, with the retail and insurance sectors being likely early candidates.

Assets like the Knowledge Graph and Infosys Digital Brain need to be contextualized for each client, which will involve engaging Infosys for visioning projects. We are likely to see their use in a very wide range of different types of initiative, initially perhaps within large B2C enterprises.

Some of the assets in the Live Enterprise Suite have been developed over a period of some years. The newest area of the suite is AI services, and we expect to see further development of offerings that involve capabilities such as text and video analytics.

The suite should ultimately contain assets that enhance all areas of its portfolio, including its BPM business and newer capabilities that have been enhanced by recent acquisitions

6. How important is the Live Enterprise Suite?

Leading IT services providers launch new offerings all the time, so how is the Infosys Live Enterprise Suite significant? We think it is a major development both for Infosys itself, and, importantly, for its clients.

For Infosys, the launch of the suite provides palpable evidence of how, in a systematic manner, it is bringing hyper productivity at scale to streamline and transform firstly its internal operations, secondly its delivery of services, and thirdly its development and introduction of brand-new offerings. This supports Infosys' positioning as being innovative, both in its own right as a large services organization employing nearly a quarter of a million employees, and also as a global services provider: as such, it should eliminate any backward-looking perceptions that focus on its heritage as an Indian offshore provider. And the emphasis it has made in reimagining the employee experience should help in being an employer of choice, particularly important in an environment where there is a war for talent.

The launch of the Live Enterprise Suite also reflects a broader push by Infosys to engage more broadly with clients beyond their CIO function, into corporate functions such as HR and also into their business operations. Infosys' messaging around the concept of the Live Enterprise is central to its positioning that it has a deep understanding of how business is changing and of what incumbent enterprises can do to achieve radical transformations – and that it has a set of assets that can help them in this.

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