

ROLAND-
GARROS 2019
Leadership
Summit
Journal



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ROLAND-GARROS 2019 LEADERSHIP SUMMIT



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Foreword

Spring is a season of renewal and forward-looking optimism, and that was certainly on display at our Roland-Garros leadership summit in early June. Infosys extended our relationship with professional tennis to the hallowed red clay of the French Open, and it provided the perfect venue for senior executives to enjoy world-class sport and discuss strategic themes for their enterprises.

Tennis is being transformed by digital technology, much like industries overall. Competition is fiercer than ever, and both sport and enterprises must embrace digital or be disrupted by it. Digital technology is enhancing the game of tennis by giving players more insight than just stat sheets and video. For sporting bodies and venue owners, digital brings the game to life for fans and increases financial impact across the ecosystem.

The conversations at Roland-Garros were strategic and insightful, while at the same time specific and action-oriented. We conducted panels covering subjects from the future of tennis to the future of digital experiences. We also heard from panels focusing on cybersecurity and the essence of work as we know it. As we reflect on our time in Paris, I am enthusiastic about the future of tennis, our clients, and enterprises that embrace the opportunity that the digital economy offers.

Roland-Garros 2019 Leadership Summit was a success thanks to the efforts of our amazing panelists, moderators and host LJ Rich. We proudly share with you the following session highlights from our Roland-Garros 2019 panels. May these insights serve as a guide for your own digital innovation journey.



The Roland-Garros Infosys partnership

Roland-Garros is an iconic tennis experience and the only Grand Slam to be played on clay, one of the oldest and noblest surfaces. With 520,000 attendees and broadcast in nearly 200 countries, it is a premium, truly global event. Roland-Garros has partnered with Infosys to enrich the game by providing fans, players and coaches with a completely new experience.

At the 2019 Roland-Garros Leadership Summit, French Tennis Federation President Bernard Giudicelli and Infosys COO Pravin Rao sat down to discuss the relationship and plans to reinvent the future of tennis at RG and beyond.

Fresh off court Philippe-Chatrier, Giudicelli opened the session by saying the partnership will help Infosys and Roland Garros fulfill a range of shared goals, notably in the areas of expertise and innovation. Giudicelli stressed the long-term nature of the partnership, while commenting on the progress made in its first year to lay a solid foundation for the future. Although the Federation has been organizing the tournament for decades, the expertise, passion, and new vision for tennis has challenged and motivated them to reconsider how fans consume and experience Roland-Garros.

Getting to specifics, in the first year the partnership provided

statistical expertise and launched five new digital platforms. The analytical capability is fundamental for the French Tennis Federation, as it allows them to give everyone at Roland-Garros—spectators, broadcasters, players, and the staff—a better experience, tailored to each type of audience based on their expectations and needs.

For spectators, statistical analysis makes game strategy and execution more understandable and interesting. This analysis was available for the first time at Roland-Garros through new platforms like Stats+ and MatchBeats, which provided entertainment and insights to nearly a million fans during the men's final.

And last but not least, for the players, coaches and staff, the statistics and analysis provided by Infosys through the StatsLounge AI platform provided a deeper level of detail and reporting than they have ever had.

Infosys COO Rao said the company has been committed

to tennis for the last four years, starting as the digital innovation partner for the ATP World Tour. In the last nine months, Infosys has partnered with Australian Open, and now with Roland-Garros. The vision is to make Roland-Garros and professional tennis the most digitally-enabled sporting events in the world.

Giudicelli and Rao ended the short session by saying that the partnership has the potential to reinvent the sport of tennis we all love, while showcasing digital capabilities all companies can use to transform their own industries.



Navigating the Digital Disruption

By Nandan Nilekani

For the last few months, I've been thinking about digital disruption, taking a broad conceptual approach.

There are five connected themes I believe are important to consider: the "winner-take-all" theory (very popular in Silicon Valley); the rise of the mobile internet; the changing business of financial services; the energy transition, as the world shifts from oil to batteries and urban mobility, and the rise of autonomous vehicles and ride-sharing.

1. "Winner-take-all:" Is it still valid?

This winner-take-all theory arose 100 years ago in the United States when entrepreneurs like

J.P. Morgan, Henry Ford, and Andrew Carnegie built massive empires in railroads, oil, and steel by dominating supply in their respective sectors. They were supply-side monopolists. By contrast, today's monopolists dominate the demand side. Facebook, Google, Amazon use demand aggregation to achieve a dominant, unassailable position in their markets. And they have succeeded by putting long-term growth before short-term profitability.

There is, in other words, the new version of winner-takes-all says you can take losses for a long time before you make profits because you can build a dominant

demand-side market share. Once you have that demand-side market share, then you have the power to raise prices and make money. Amazon went public in 1997, it didn't record its first full year of profit until 2003. Now, everyone cites Amazon as the model. If you talk to the Uber CEO, he says: "We are the Amazon for logistics."

But, in my view, it is not clear that this winner-take-all model is still valid. Nor is it clear that some of these markets – such as transportation, where Uber competes – will become winner-take-all markets. Why do we assume that these markets will end up with one dominant player?

We might end up having three or four players, all competing.

If this turns out to be true, then traditional companies, incumbents, will be able to stage a comeback. And I think many are well placed to do so. Fifteen years ago, I don't think people fully understood the implications of what was transpiring. Now, in corporate boardrooms everywhere, there is a very good understanding of disruption and its potential consequences. Everybody is thinking about how to deal with it.

2. Rise of the mobile internet

The second theme in the age of disruption is the rise of the mobile internet. This is still a recent phenomenon. Just 12 years ago, on June 29, 2007, Apple launched the iPhone. A little over a year later, on 23 September 2008, Google unveiled Android 1.0, its mobile operating system. Today, three-quarters of the world use smartphones to access the internet. In many markets, such as India, the phone, rather than the PC, is the prime mode for internet access.

This is having a significant impact on direct-to-consumer business. There has been a massive migration of market capitalization from infrastructure providers to the providers of over-the-top (OTT) applications. The players who provide apps are collectively worth \$4.3 trillion whereas the top 180 telecommunications companies are valued at just \$2.2 trillion.

This trend is likely to continue with the arrival of 5G. Over the next five years, it is expected that more than 50% of the United States and about 35% of Western Europe will have 5G. This will disrupt broadband cable providers because companies will be able to offer services that use fixed wireless into the home at the same speed as broadband.

Who will be the winners? I think there will be five or six players in the direct-to-consumer game. But China will remain a singular case. I think we will continue to see Western companies without access to China and Chinese companies lacking access to the West. It is striking that India is one of the few markets in the world where Chinese companies and American companies are competing with Indian entrepreneurs.

3. Fragmented financial services – the outsider opportunity

Let's focus on a single sector: financial services. I have observed four distinct models. In North America and Europe, the banking industry is a "carded" market: in other words, debit and credit cards still account for a substantial volume of transactions. But the rest of the world is very different. Payments are made using the phone, not the card. Across Africa, mobile money is very popular. In Kenya, M-Pesa, a mobile phone-based money transfer, financing and microfinancing service, run by Safaricom, a subsidiary of Vodafone, has an 81% market share and accounts for 40% of Kenya's GDP.

In China, the dominant players are Alipay and WeChat, which together control 90% of the Chinese payment market and don't belong to state-owned banks. And, in India, there is a fourth mobile payment model: an open payment platform, run by the National Payment Corporation of India, that I've been involved in setting up. It is like a non-profit utility owned by the banks, and provides a high-volume, low-cost payment infrastructure to all the banks. It is a deliberate initiative to prevent a winner-take-all situation, and its intent is to make sure a billion people to have access to financial services.

This new architecture potentially means that anyone can participate in financial services. However, given that North America and Europe are still a card market, disruption will come from the outside. Facebook, with stablecoin, is a potential threat to financial incumbents because the company has two billion users. However, due to the trust factor, it is uncertain whether they will get government permission to do payments.

4. The energy transition: Panasonic (batteries) vs. Permian (oil)

The fourth big trend is the transition from oil to batteries. The generally accepted estimate is that by 2028 electric vehicles (EV) will outnumber non-EV vehicles around the world. As a result, oil demand will slump, with production expected to fall from 100 million barrels a day to 80 billion barrels.

This will have a significant global economic impact, but it is not clear when the transition will take place. Right now, there is a race between the oil drillers and the battery manufacturers. In oil and gas, there has been more innovation in the last five years than in the last 50, such as horizontal drilling and fracking. In battery technology, there are three problems to solve: reduce cost from \$140 to \$100 per kilowatt hour; improve EV range to a few hundred kilometers, and reduce the time it takes to recharge batteries.

Because of electric vehicles, demand for electricity will rise dramatically. But that demand will not be met only by renewables. It may take another 30 years for the supply of renewables to meet demand. So, in the near term, the only way this incremental demand can be met is through natural gas.

5. Urban mobility: collaboration of OEMs and ride-hailing disruptors

My fifth trend is urban mobility. Today, more than \$100 billion of venture capital money is going into ride-sharing companies such as Uber, Lyft, Grab, and DiDi. This very new phenomenon will drive the growth of autonomous as well as electric vehicles.

Who will be affected by this shift?

First, it will impact mass transit providers as there will be a flight of paying customers to ride-hailing services. Second, it will affect car manufacturers because rather than selling millions of cars to millions of individuals they will be selling a million cars to, say, ten major fleet companies. Fleets, not consumers, will drive autonomy. As the bargaining power of the fleet companies goes up, many car manufacturers will want to enter the fleet business.

To fight back, mass transit providers and car manufacturers need to create a global interoperable ride-hailing market, with a shared digital infrastructure. How that works out will go a long way to determining the future of urban mobility.

In conclusion, there are five big takeaways for incumbents. There has been a shift in balance; incumbents that disrupt will be rewarded. Leverage population-scale technology along with access to data from direct-to-consumer channels to disrupt at scale. Big finance has much to gain from partnering with big tech. Prepare for the end of oil and a future pegged to EV and renewable power. Finally, shared mobility of the future will mean making collaborators of competitors.



Experience the next in tennis

What could be more basic than a tennis match? All you need are two players, a couple of balls and rackets, an expanse of grass or dirt, and a net — right? Well, not quite. While those are still the sport's basic elements, nearly every aspect of them has been enhanced by technology. Rackets are made of light yet strong graphite and carbon fiber. Player's shoes are constructed from ultralight synthetics. Serves are measured with digital speed detection systems.

Now another technology is entering the tennis court: big data analytics. Coaches are beginning to use AI and deep learning technology to analyze video recordings of their players'

matches, identify their court strengths and weaknesses, and develop new practice routines. Coaches also use this technology to identify strengths and weaknesses of their players' competitors. This helps them develop new strategies to win future matches.

To discuss tennis tech (and a lot more), on the evening of June 8, Craig O'Shannessy, strategic analyst for the Association of Tennis Professionals (ATP) World Tour, moderated an all-star Grand Slam champion tennis panel. He was joined by two prestigious speakers from the world of tennis: Jim Courier, a former world No. 1 and four-time Grand Slam champion; and Mary

Pierce, former world No. 3 and a four-time Grand Slam champion.

Their discussion was sidetracked somewhat by the surprising loss, earlier that day, of Novak Djokovic, a top seeded player whose coaching team now includes O'Shannessy. Once that topic was aired and dispatched, O'Shannessy brought the panel and audience attention back to technology in tennis. "The language of winning," he emphasized, "is numbers." That's why today's analytics combine new output with traditional video. "If I show them video only, it's game over," O'Shannessy said. "But by tying the video to numbers, the players absorb it."

O'Shannessy also praised a custom portal, developed and provided by Infosys at this year's French Open, that lets players and their coaches drill down into the videos. "Not only can you see the general things in a match," he said, "but you can also say, 'Okay, now I want to see Rafael Nadal's backhand return in the ad court, in the first set, at 30-40.' Infosys allows the video to be there instantly."

Back in the day

It wasn't always this way, of course. Courier recalled that when he started his pro tennis career in 1988, "We didn't have a whole lot of data. The way I grew up being coached, it was more of a feel thing, more eyeballing. It was like, 'I feel that if I hit the ball deep to Mary's forehand, then I'll get this response.' We didn't have today's access to hard, factual information."

As for Pierce, she went pro in 1989, just a year later than Courier, so her relationship with technology was similar. "Early in my career," she recounted, "we didn't really have the stats." What she did have were stat sheets, handwritten tallies of hits and misses, and basic videos. That allowed Pierce and her coaches to calculate several basic stats, such as first serve percentages, the number of backhand winners, and the rate of unforced errors. AI technology was still many years off.

Today, analytics technology helps tennis pros not only analyze their own game in detail but also that of their competitors — and that,

Pierce added, can make all the difference. "It's just incredible the data points you can get now," she said. "For example, when the set is five-all and your opponent is serving deuce, where do they tend to serve? Where's their go to serve? Those kinds of things can make such a big difference. Now you've got it in the back of your mind: 'Okay, I'm just going to expect that shot.' And that helps tremendously."

Courier agreed. "I'm envious of this time in the game," he said. "Everyone can be a better player with this information. I know I would have been. I could have made more adjustments in my career if I'd had the information."

Information for prep, then instincts on court

One question raised by moderator O'Shannessy was how all this new data might affect the way younger players practice and prepare for matches. "It's all about how you deliver the information," Courier responded. "Certain players get overwhelmed, while others can't get enough of it. And today's juniors can utilize that information if they're properly coached. There's a ton of information on hand for players to understand what they need to do."

How about the risk of all that data making players too analytical? O'Shannessy probed further. Won't data-trained players lose their natural feel and flair?

Pierce's answer: not a problem. "When you're playing on the court," she explained, "you don't

have time to be thinking about numbers. In the middle of a point, you've got to go with your gut, your instincts. So what's important is to get the maximum information before you play your match. You take that information, it goes into your brain — your computer — and then it just comes out naturally and instinctively during the match."

Courier took Pierce's brain analogy a step further. "These days, it's about having your coach and team train you to be a perfect tennis computer," he said. "You want your players to make the correct decision automatically. There's a lot of real-time decision-making that you want to streamline."

Both Courier and Pierce have used analytics technology in their more recent roles as sportscasters and match moderators. "In television," Courier said, "where I spend a lot of time working these days, we have a lot of access to information, and everyone uses it."

"We have screens and stats and so many things we can look into that help us inform the TV audience and help them understand why things are happening at certain times," Pierce added. "It's great."

Given the sentiment of the panel, data can only serve to make the sport of tennis more exciting. Players and coaches have access to information that serves to enhance their performance and bring more competitive matches. And better insights lead to richer experiences for tennis fans everywhere.



The future of work, workplaces and workers

The world of work is changing rapidly. Is that good news or bad?

A report by the World Economic Forum estimates that 75 million jobs will be lost by 2022. The same report estimates that over the same time 135 million jobs will be created. The cause for both the gains and losses is the rise of technology, especially automation, artificial intelligence, and robotics. But what should companies do about it? How should they prepare for the era of workplace and workforce disruption?

To get answers, Infosys invited a panel of senior executives from a diverse group of companies to discuss the major issues. The panel discussion was moderated

by Ravi Kumar, Infosys President and COO, and included Alain Dehaze, CEO of Adecco Group, Catherine De Baets, CIO of Belgian Post, and Group Chief Human Resources Officer of a leading global consumer goods company.

Teeing up the discussion, Ravi said the workplace of the future will combine traditional employees with machines and gig workers, or freelancers. In this new kind of office, traditional employees will do the problem finding, the machines would do the problem solving, and the gig workers will provide the scale and agility necessary to get work done quickly and efficiently.

Also, he said, the “lines will blur between blue-collar and white-

collar jobs,” creating integrated jobs he called “new collar.” And, he suggested, there will be a shift from hierarchical organizations to networked ones marked by a fail fast, learn faster culture.

The gig economy

Alain from Adecco Group said that the gig, or freelance, economy is a big opportunity for his company, which is the global market leader in temporary staffing and still only commands a 5% share of the total market. “Today the freelance economy is three times bigger than the temporary staffing economy, which is worth around \$470 billion, and yet we were not in this market,” Alain said.

Now Adecco Group is planted firmly in that market. “We are now

providing this agile workforce,” Alain said. As a result, he expects the company to capture market share from its rivals.

Jobs – not people – are becoming redundant

The leading global consumer goods company’s CHRO, observed that as companies adapt to the new technology-driven era, the most important part of any digital transformation are its people, not technology. “Who do you recruit? Do you recruit for skills or do you recruit for learning agility? How do you train at pace? How do you build re-skilling to match the half-life of a skill, which is two and a half, three years? How do you think about redundancy differently?” CHRO asked. “Because jobs are getting redundant; people are not.”

Senior executives at the global consumer goods company are busily trying to answer those questions. “We want to rethink the whole thing,” CHRO said. “For instance, is there a way that we can find employment in a different capacity for 95% of people who work at our company? Can we train the people doing manufacturing jobs to do the selling for us? How can we build those bridge experiences that allow them to be re-skilled?”

Ravi asked CHRO who was responsible for up-skilling, the company or the individual employee? She replied that it was neither one nor the other, but both, stressing that while employers couldn’t walk away from their responsibilities to their

employees, “every individual has to step up.”

Embracing its responsibility, the company has created what it calls a purpose map for every employee “to help 100% of our workforce discover their purpose and passion,” CHRO said. This creates a platform for employees to take ownership in their skilling.

At the same time, the company has developed “a re-skill, up-skill-redundancy” plan. That means some employees receive re-skilling training for their current job; other employees receive up-skilling training so that they can switch from one kind of work to another; and a third cohort are put on a redundancy program. But even the redundancy program has a significant rehabilitation feature: 7% of the money allocated for redundancy is set aside for re-skilling employees, “making them employable in our industry or a different one,” CHRO said.

Government responsibilities

Alain agreed with CHRO that companies and individuals both needed to assume responsibility during the transition to the new, digital economy, but he made a plea for greater government involvement. “It’s important we push governments to be part of this,” he said.

Ravi seconded that. “Globally, governments are wired to help citizens in the first 15 to 20 years of their life, and they’re wired to help citizens in the last 20, 30 years of their life,” he said. “But

the real impact of the digital revolution happens in our middle years, and yet governments don’t have the mindset and the infrastructure to do anything for this stage of life.” The digital revolution is happening now and the government needs to step up.

New ways to find new talent

The company has digitized its recruitment process, helping the company select its target number of 800 graduates from a huge pool of two million job applicants. “I’m very humbled and grateful that two million people want to work for us, and to consider all of them we run our recruitment process digitally, from end-to-end, using machine learning algorithms,” CHRO said.

Not only has this streamlined the task of choosing from many applicants – making it feasible – digitization has also created a vast lake of data about the kinds of people who make it through the company’s rigorous recruitment process. What does the data show? It turns out there are many myths about what makes good talent. “There are some on my board who believe that the people who succeed are those who come from five schools in the whole world,” CHRO said. “But the data tells you it has nothing to do with the school from which you graduated. What counts is your level of learning agility, your resilience, your personal mastery.”

The company’s board was not alone in placing more value on the pedigree of one’s degree

than warranted. "I was talking to Microsoft, and they were saying they still recruited primarily from 16 colleges," CHRO said. "That's 16 schools in the whole world. They understood they had to stop doing that."

The networked company

In his opening remarks to kick off the discussion, Ravi highlighted the growing importance of the new networked company. CHRO argued that in a networked company, organization by function was suboptimal. "As long as you function in silos, you're not going to unleash entrepreneurship," she said. "You've got to think about how you encourage end-to-end integrated thinking." Hierarchical organizations are also problematic. "In a world where you have 13 levels of seniority before the salesperson can reach the CEO, you will not encourage ideas and entrepreneurship," CHRO said. "We have to challenge hierarchy."

Catherine made a similar point, saying that at Belgian Post, "We are creating cross-functional agile

teams that work together. It's no longer the case that you have the business on one side, IT on the other, and then you have your customers."

Humanities education in the digital age

People with a background in STEM subjects are very much in demand these days. But Ravi pointed out that it is a mistake for companies to neglect recruits with backgrounds in the humanities and the arts. "I think liberal arts – design, humanities, anthropology – which are not in vogue today, will play a central role in digital transformations." He believes the new kinds of jobs being created will require people with an imaginative, creative bent. "The role of humans in the organization is going to get more creative," he said.

CHRO agreed, noting that emotional intelligence and qualities such as empathy are increasingly essential in the workplace, and need to be a feature of the corporate culture of the future. "Empathy can't be outsourced," she said. "Curiosity

can't be outsourced. We need to start thinking of things like passion, curiosity, and empathy as what differentiates good employees from the not so good employees."

Call to action

At the end of the discussion, Ravi asked each panelist to summarize their calls to action.

Alain: "When you leave this room, begin making your plans for up-skilling and re-skilling."

Catherine: "Put your employee and customer on the same level."

CHRO: "Put people first. The transformation will follow."

All agreed, the future of digital technology is people.



The next cyber defense opportunity

If protecting your organization's data isn't keeping you up at night, perhaps it should. As digital capabilities enhance more and more everyday activities — shopping, making appointments, even driving — the risk of cyber breaches grow, as does the potential for serious damages. Also, as organizations undertake massive digital transformations, many are surprised to find these projects demand enhanced cybersecurity.

On the morning of June 9, Vishal Salvi, senior vice president and chief information security officer at Infosys, moderated a panel discussion on the next cyber defense opportunity.

It is hard to overstate the importance of cybersecurity to nearly every industry. In a recent Infosys survey of organizations undertaking digital transformation, virtually all respondents (96%) said that cybersecurity was their No. 1 issue. Along the same lines, when the chief executive of Delta Air Lines, Ed Bastian, was recently asked what kept him up at night, the one issue he mentioned wasn't high fuel costs or fierce competition, but potential threats to his company's data. "The people trying to attack," he said, "are using technology to cause real harm to our business."

The panelists all shared this concern. Cybersecurity is no longer an isolated IT function, they agreed, but instead, one that permeates the entire organization. "What we used to call the 'four walls of security' has become blurred," said Group Chief Information Officer at one of the largest global sportswear manufacturers. "Security now needs to be done a lot more rigorously."

Cyber is fundamental

Part of that rigor involves including cybersecurity in the original designs, whether that's the design of an internal system, product or service. That's a big change from the past, where

cybersecurity was simply bolted on at the end. Today that won't work.

One surprising way to make systems more secure, is to not connect everything. "There are things you need for the safety of the car," said one panelist. "But please don't connect these things to your car's infotainment system."

The force behind this change? The increasingly ubiquitous nature of data. In the past, data was the sole property of the IT department, and when cyber breaches occurred, they usually did not affect customers directly. But that's no longer the case today, when everyone has a smartphone, cars are increasingly connected, and every product has a digital element. Cyber breaches are now regular front page news. The customer impact is now as direct as it can be. An airline or major retailer's system can go down for mere minutes but affect millions of customers around the world. The resulting damage to a company's brand and reputation can erase billions of market capitalization and be difficult to repair.

Board attention

Given the rising profile of cybersecurity, it is no surprise the topic has attracted the attention of not only CIOs and CISOs, but also more business minded C-level executives, even members of the board.

This is one area where a few years can make a huge difference. Trying, without much success,

to convince nontechnical senior managers that cybersecurity was important. Now, he adds, "if anything, our job is to temper their enthusiasm, because it's gotten so crazy."

One senior executive recounted a similar situation occurred when their company formed a cybersecurity committee that included the company's CEO. After the committee's first meeting was called, he worried that no one would attend. "But given the setup, everyone — including the CEO — came," he added. Still, other challenges loomed. At that first meeting, he and his team presented their slides, and while the attendees listened politely, they didn't have many questions. Fast-forward a few years, and now, adds, "it's a very lively meeting. We even tend to go over time."

Moderator Salvi weighed in on the topic, too, stating that as Infosys's CISO, he presents to the company's board once a quarter. "The board members are definitely concerned," he said. "They want to understand how we're making sure that cybersecurity is on the right path and that all our stakeholders are safe and secure."

That's not easy, as the other panelists attested. Cybersecurity is a highly technical topic — so technical, in fact, that it can easily exceed the understanding of most board members. While many details can be simplified for nontechnical eyes and ears, board members may not understand the true risk. "It's hard to have a viable

cybersecurity presentation that doesn't lose half the audience," one panelist said. "It's that complicated."

The Group CIO has enlightened the board with cyberattack simulations. These sessions are conducted twice a year, and each simulation lasts up to four hours. Board members are given desktop PCs for the presentation, then taken through step-by-step. "The first time, it was a real 'aha' moment," Group CIO said. "It showed them both where we've been and where we needed to go."

Cybersecurity responsibility

A related question is who in the organization should oversee cybersecurity. Is it okay to make this an additional responsibility for the CIO? Or are organizations right to create the somewhat newer C-level position of Chief Information Security Officer (CISO)?

The panelists gave different answers to the question. That's encouraging, as it shows how seriously their company takes the issue of cybersecurity. But for them, it creates an intense workload. "Being CISO is like wearing my second cap," he said. "When I defend our cybersecurity investments, I do it as the CIO."

No one ever described holding the CIO position as easy, but the CISO position can be just as challenging. In fact, the Group CIO maintained that being a CISO has become more demanding of late, due to the way technology

and the business are combining in ways that blur the boundaries.

What's more, given the technical nature of cybersecurity challenges, CISOs need to be technical themselves — perhaps even more so than the typical CIO. Yet because CISOs are C-level managers, they must also be able to communicate with other, nontechnical C-levels. This can be a balancing act. "You want to provide some reassurance that you've got the right plans, but not too much," one panelist said. "You don't want them to be surprised when something goes wrong — because things do go wrong."

Industry issues

Just as all politics are local, all cybersecurity issues are specific to their industry. While organizations in all industries want to keep their data secure, what varies is the nature of the data's risk. For example, the automotive industry is dealing with new data vulnerabilities inherent in

increasingly connected cars. Today's automobiles are loaded with new technology, including keyless systems, onboard navigation, and driver assistance. These systems are great for drivers, but they multiply the security risks. Hackers now have at least 16 entry points for potential attacks on connected vehicles. Even the pressure monitoring system for tires is an entry point.

The automotive industry's security concerns extend to the IoT connected devices used in factories. "We've gone as far as saying that even if a factory machine comes from the 'mother company,' we should not automatically accept it," he explained. "We have to check what's inside. If it's noncompliant — if it has no antivirus protection — then we cannot take it."

However, in agriculture, cyber risks are dramatically different. One main business is selling seeds to farmers, but it's also

developing new digital products to help farmers manage their land, pick the optimum times to plant certain seeds, and select the best locations and soils for various crops. If business is truly global, offering these digital services is complicated. Every country is different. "In India, the average farmer has just two acres of land, but in Brazil, it will be more like 50,000," one panelist said. "So we can't develop products just one way and then roll them out. From a cybersecurity perspective, that raises another question: How do we let people operate safely while giving them the local innovation that's required to make a difference?"

The discussion closed with urging attendees to always keep the cybersecurity perspective of end users top of mind. "Provide tools that let them be productive in a secure way," and not just secure for security's sake." For those keeping data safe in a challenging time, that's sound advice.



The next digital experience

The world's top executives are always asking themselves, "What next?" In our rapidly changing global economy, the C-suite must be ever vigilant, keeping track of emerging technologies and business model innovations, especially those leaders charged with managing their company's digital transformation.

So, what's on their minds?

To find out, Infosys assembled a panel of digital experts. Mohit Joshi, President of Infosys and moderator of the discussion, was joined by Stephan Pretorius, Chief Technology Officer of WPP, the world's leading creative transformation company, Anton Rutten, Global Head of IT systems

at Rabobank, the Dutch financial services company, and Dr. Rob Smith, Senior Vice President and General Manager, Europe and Middle East, AGCO Corporation, a leading agricultural equipment manufacturer.

The topic for discussion was the next digital experience, but Mohit immediately broadened it to address the consumer experience more generally.

Dr. Rob from AGCO fully endorsed this more comprehensive approach, saying that digital technology was the facilitator that helps AGCO improve the "entire customer journey." Although AGCO's digital transformation, which began five years ago,

focuses on its marketing and sales systems, it is "a very interlinked transformation," Dr. Rob said, affecting the company's supply chain, warehouse management, and manufacturing processes, among other things.

Stephan said that WPP had "banned" the word "digital" because the distinction between analogue and digital is increasingly hard to discern. He said his firm wasn't alone in taking this view and told the story of an onstage conference interview between a senior executive at Adobe and the new chief experience officer at Virgin Atlantic. The Adobe executive asked, "Can you please

tell me the most exciting digital transformation project you've done in your first couple of months at Virgin Atlantic?"

The airline's executive thought for a moment, and then explained that the missing component in the company's brand experience was the very non-digital smell of the airline's cabins and lounges. "Airplanes stink," he said, bluntly. So, he found what he called an "olfactory design partner," and they worked out how to send a sweet perfume through the air conditioning system. From this experience, Stephan drew a clear lesson: "To be customer-centric and to think about customer experience, you've got to think about things holistically and agnostically. Sometimes, the answer is not technology and, as a CTO, that's a hard thing to say. But it's the truth."

On the other hand, sometimes technology is the answer. As well as serving millions of people in the Netherlands, as one of the country's premier retail banks, Rabobank also finances about 100,000 farmers around the world. To maximize its impact, the bank has used technology to become a matchmaker. For instance, it created an online community, Global Farmers. Now with more than 6,000 members, the community helps farmers stay current with agribusiness research analysis, sector news, and industry insights. It lets them learn about the latest innovations in farming technology and connects them in a global network to other leading farmers and agricultural experts.

"So, if you're a grain producer in Australia and you want to talk to a farmer in Minnesota, you can do that," Anton said.

"Even if you're not big," he explained, "you can still benefit from digitalization, but you have to be a bit more creative about it." Rabobank also created FoodBytes!, a networking platform designed to facilitate connections between promising food and agriculture startups and established corporations looking for innovations and investors. Through FoodBytes!, Rabobank partnered with RocketSpace – a San Francisco based company that provides workspaces and other services for tech entrepreneurs (and served as the incubator for Uber and Spotify) – to launch Terra, a global innovation accelerator for transforming the food and agriculture industry.

Startups and upstarts

The discussion on startups prompted Mohit to ask the panel how they went about protecting their companies from being blindsided and disrupted by emerging digital innovators. At AGCO, the strategy is to collaborate with them and, in this way, turn potential competitors into strategic partners. Thanks to AGCO's strong position in the market, "many companies are partnering with us to build their innovations into our machinery," Rob said.

Stephan said WPP's strategy is to create a "diverse coalition of the curious." To do that, "You have to have people with different

skill sets, different backgrounds, different ethnicities, and different world views all coming together to solve problems." All networked through the best technology.

Anton from Rabobank argued that "you have to be digital to the core. All your staff must have digital DNA." He used the example of how the bank had tried to address the problem of lost bank cards. "Losing your bank card is the start of a grueling experience: You call your bank; they block the card; then you have to wait five days until your financial life can start again."

In its attempt to solve this problem, the bank reduced the waiting time to two days. But that still wasn't a superior customer experience. Then, the bank realized that its programmers had developed software that allowed it to turn the customer's bank card off and on – like a light switch – remotely. And there was the solution.

"Now we have a button on your app, and you can say 'I lost my bank card,' and it gets blocked," Anton explained. "And there's another button that says, 'I've found it,' and the card is switched on immediately if you push it within 24 hours of first reporting your card lost." Given that most cards reported lost are only temporarily mislaid, this innovation has been a game changer, significantly improving the experience of the bank's customers.

Digital change requires operational change

Anton also noted that companies must “make sure that digital technology is not just a chrome layer”, or something shiny that’s just for show. To build on this point, Mohit called on an audience member, Naveed Sultan, Global head of treasury and trade solutions at Citibank. “You cannot superficially impose the new technologies on your operating model because the two are inherently incompatible,” Naveed said. When Citibank

began attacking its own digital transformation, he continued, “We said we had to fundamentally rethink how we do business.” That, he added, was “very daunting and very challenging for a company that has been in existence for over 200 years.”

But Citibank accepted the challenge and embarked on a dual transformation: one digital, and the other operational. “Hopefully, they will converge sometime in the future if we get it right,” Naveed said. Mohit asked him if the challenge was comparable

to the one the builders of the U.S. transcontinental railroad confronted in the mid-nineteenth century: “You start simultaneously on the West Coast and the East Coast and hope you meet in the middle.”

The panel discussion concluded with that insightful comment, placing digital transformation firmly within the broader context of corporate change.

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