

RESOURCES AND UTILITIES

HUMAN AMPLIFICATION IN
THE ENTERPRISE





THE DIGITAL TRANSFORMATION JOURNEY



A majority of enterprises in the Resources and Utilities sector (87%) are undergoing full-cycle digital transformation. 12% are transforming partially or in pockets and 1% are not currently transforming but will do so in the near future. The respondents who say their organizations are transforming indicate that the following AI-supported activities play a significant role in their digital transformation:

Machine learning	92%
Institutionalization of enterprise knowledge using AI	85%
Chatbots	84%
Cognitive AI-led processes or tasks	81%
Robotic automation	78%
Automated predictive analytics	77%

According to the respondents, the top three digital transformation goals of their organizations are to become more agile and customer-centric (71%), build a mobile enterprise (61%) and build an innovation culture (54%).

“In tandem with other powerful technologies, AI has the potential to deliver the active management that is essential for the grid of the future. AI will be able to manage demand, balance grids, direct action, enable preventive maintenance and self-healing while giving shape to a host of unprecedented products and services. AI will also enable more efficient and effective utility operations by helping to analyze unstructured data that constitutes up to 80 percent of data in a typical organization.”

TRANSFORMATION PRIORITIES



Differing from all the other industries surveyed, 46% of the respondents indicate that their organizations' first priority for automation initiatives is to automate applications, closely followed by processes (42%) as the second priority. The main reasons for this are to increase productivity (87%), minimize manual errors (86%), reduce costs (86%), save time (53%), ensure consistency and quality (43%) and to refocus people's efforts on other non-repetitive tasks that benefit from human intervention (40%).

Of the various applications of AI that Resources and Utilities sector senior level employees want to adopt in the next 12 months, the respondents indicate:

- 81%** want AI to manage or organize data
- 58%** want AI to provide human-like recommendations for automated customer support/advice
- 57%** want AI to process complex structured and unstructured data and to automate insights-led decisions
- 51%** want to use AI to create a simulated experience that is essential to decision making process
- 46%** want to use AI to create a decision-making system in which machine learning allows the system to learn from humans and improve itself
- 34%** want to use AI to institutionalize enterprise knowledge

To become more innovative, 88% of the respondents indicate that they need opportunities to learn new skills, 75% say they need more avenues for experimentation, 58% say they need freedom from having to execute mundane tasks, 45% say they need exposure to new, breakthrough technologies and 45% need more collaboration with other people.

Four in five respondents from Resources and Utilities enterprises say that employee lifelong learning programs are extremely important to their organizations. Of the reasons for why lifelong learning programs are important, 59% say it improves their ability to fit into new roles and jobs, 20% say it enables employees to innovate, 18% say it improves their productivity and 4% say it prevents skills loss when employees with highly specialized skills retire or switch jobs.

TRANSFORMATION CHALLENGES

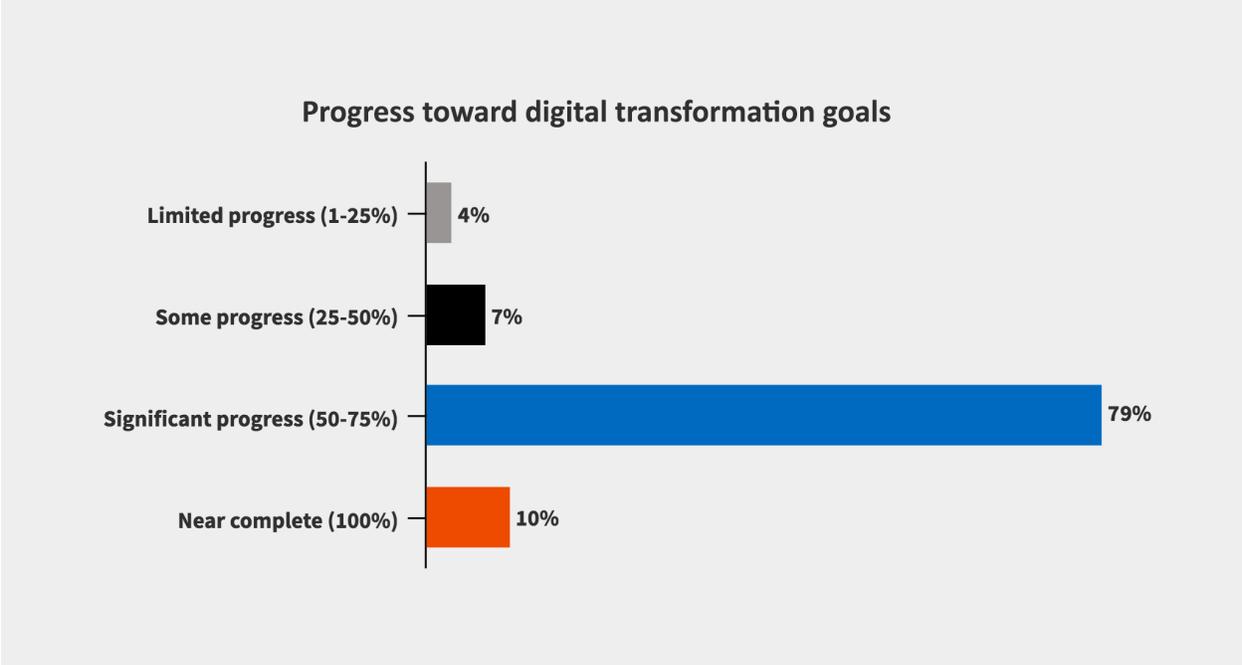


Only one in 10 respondents from the Resources and Utilities industries indicated that they have fully achieved their stated goals. 79% have made significant progress, 7% have made some progress and 4% have made limited progress.

The main reasons listed for why these digital transformation goals are difficult to achieve are lack of collaboration among teams (59%), lack of data-led insights on demand (55%) and lack of in-house knowledge and skills around the technology (51%). When IT professionals were specifically asked about

difficulties in achieving their enterprises' full-cycle digital transformation, they highlight IT misalignment (59%), time constraints (57%) and the entrenched resistance to change within the organization (54%).

When asked about the challenges of adopting more AI-supported activities as a component of their digital transformation initiative, 73% state lack of in-house knowledge and skills around the technology, 65% say there's lack of clarity regarding the value proposition of AI and 57% of the respondents indicate lack of financial resources.



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SCOPE OF RESEARCH/METHODOLOGY

Infosys commissioned LEWIS Research to undertake the research upon which this report is based. 1,070 IT and business decision-makers were interviewed between 27th March and 18th April 2017. All are from organizations of more than 1,000 employees, with \$500 million or more annual revenue and from a range of sectors, in the United States. The majority of interviews were conducted using online interviewing with a small number of follow-up telephone in-depth interviews. All were undertaken using a rigorous multilevel screening process to ensure that only suitable candidates were given the opportunity to participate. Unless otherwise indicated, the results discussed are based on the total sample. The overall margin of error is +/- 2.91% at a 95% confidence interval.



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