



Introducing Industry 4.0: Adient-Infosys Case Study

Excerpt for Infosys

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Introduction

Industry 4.0 is a combined, integrated, and seamlessly connected network of machines, production processes, and manufacturing systems. It is a digital manufacturing enterprise with the physical product at the core, driven by information from an integrated information network among the internal stakeholders, as well as external entities, such as customers, suppliers, etc. The digitization of physical assets and manufacturing activities, along with a network of digital communications, will fundamentally change the manufacturing industry landscape. End-to-end digitization will improve process efficiency, quality management, and productivity, along with real-time insights into the whole manufacturing landscape, building a digital business model that supports data-driven decision-making and integrated platform-based services.

Although many enterprises know the benefits and potential of Industry 4.0, the challenge is how to begin. The start is all the more difficult for a large global organization. Well begun is half done, but before an enterprise can begin, typical questions that stakeholders and decision makers grapple with are: Where to start? How to plan? How to influence different stakeholders? How to select partners? How to select and industrialize proofs of concept (PoCs)?

We came across the Industry 4.0 journey of Adient, which we share in this PoV. Adient is a U.S. Midwest manufacturing giant. It is the global leader in the \$60 billion automotive seating market, with approximately 75,000 employees in 230 locations across 33 countries. With \$20 billion in consolidated

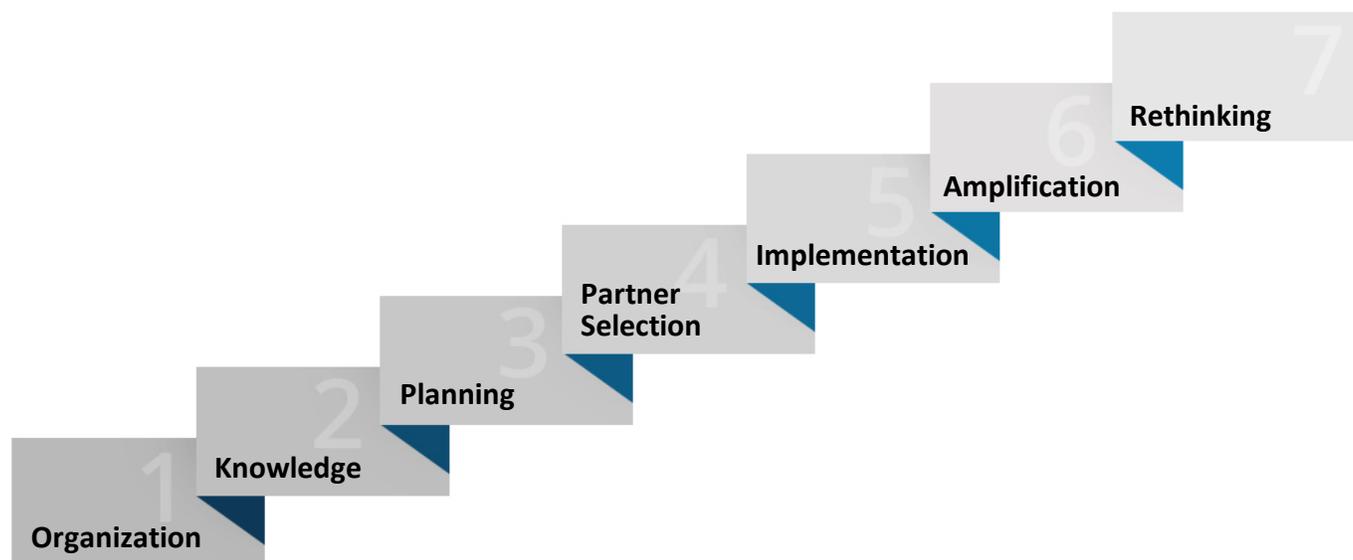


annual revenues, Adient delivers 25 million seating systems, used on more than 360 vehicle nameplates around the globe. Previously, Adient was known as Johnsons Control.

How did Industry 4.0 start?

Adient started its Industry 4.0 journey in 2016. Their motivation was the recognition that the world was changing, and as a result, Adient needed to change as well. In our discussions with Adient and Infosys (Adient's Industry 4.0 partner), we found that Adient is following a structured approach to introduce Industry 4.0 in the company's organization, as shown in Exhibit 1.

Exhibit 1: Seven-Step Process for Industry 4.0 in Enterprises



Source: HfS Research, 2018

- » **Organization:** The first step in the journey was the formation of a digital office at Adient. In the summer of 2016, Sheryl Haislet, Adient chief information officer (CIO), and Randall Urban, vice president (VP) digital office, brainstormed how to move toward a digital transformation, which led to a discussion about starting a digital office. They put together a team of four, led by Randall. The four people in the digital office are focused on social, mobile analytics, cloud, artificial intelligence, process automation, and Industry 4.0.
- » **Knowledge:** In the original vision that Adient put forth, Year One was called “The Year of Learning.” So, their team tried to figure out what Industry 4.0 meant. In part of the journey, they reached out



to several partners, other manufacturing enterprises, consulting companies, research companies, IT service providers, and so on. Adient wanted to understand what Industry 4.0 really was so that the company knew where to go. The digital office team spent some time in San Francisco and Silicon Valley, talking to startups and visiting innovation centers, in what they called “a learning tour.” They visited several companies that were already doing this and asked them how they were doing it, what their objectives were, and how they were being received by employees. The team asked many questions and spent a lot of time discussing options.

- » **Planning:** Adient worked with a management consulting firm to create an organization-wide digital transformation plan. This plan identified top-level opportunity areas, such as Industry 4.0, automation, analytics, mobility, etc., and estimated an organization-wide savings potential of \$400 million. This plan acted as a guide, especially in the amplification and rethinking phases. Adient also consulted with Infosys about the potential of Industry 4.0 and planning.
- » **Partner Selection:** Adient worked with four types of partners: management consulting firms, software vendors, implementation partners, and startups. For implementation, Adient selected Infosys as one of its big partners, based on two major factors. First, Infosys is the major provider of IT services to Adient. Thus, Infosys is a suitable partner because the company knows Adient’s IT landscape. Second, Adient had a discussion with the Infosys leadership, in which they discovered that Infosys had a vision in which the Adient team believed. Therefore, the firms’ long-term relationship was built on trust. Infosys’ vision aligned very well with where the Adient team felt they needed to go.
- » **Implementation:** The implementation methodology is simplistic for Industry 4.0 when we look at it from a distance. The Adient team decided to find entities within their company that were interested in trying new methods and then enabling the entities to implement Industry 4.0. The three steps that Adient followed in implementation are shown in Exhibit 2.

“Infosys has gone from being a reactive way, ‘to-be-told-what-to-do’ organization to being more of a thought leader. They’re now having conversations with us about what we should be doing in Industry 4.0 as opposed to ‘what you told us to do.’”

– Randall Urban, *VP Digital Office, Adient*

Exhibit 2: Implementation Process for Industry 4.0 in Enterprises



Source: HfS Research, 2018



- » **Design Thinking:** The Adient team held several workshops using design thinking at the Infosys innovation center. Design thinking was a brainstorming exercise with Adient executives. It started with the concept of either a problem statement or an opportunity statement. The Infosys team worked with the Adient leadership team to identify their biggest problems and real opportunities. The intent was to find something that could be shown to people and how these technologies applied to the business in addressing Adient’s biggest problems and/or opportunities. The design thinking initiative with Infosys was one of the key strategic levers for Adient.
- » **Prioritization:** The identified opportunities were prioritized based on the leadership team’s willingness to engage in a project. Prioritization was not based on major savings but on the notion of the art of the possible. The team thought about how technology could help Adient and how Adient could get something that they could show to their people. Adient needed things that were tangible for the organization; therefore, the team did not worry about a major savings opportunity.
- » **Execution:** Adient ran numerous PoCs for mobility solutions, cloud solutions, analytics solutions, automation, and Industry 4.0. Infosys implemented three Industry 4.0 use cases at Adient. The detailed scope, solutions, and acceptance criteria for the respective projects were defined and shared with the help of design thinking workshops or requirement-gathering sessions. Details of these PoCs are given in Exhibit 3.

“Sit down with your leadership team and say that you know what your biggest problem is or you know where you see a real opportunity.”

– Randall Urban,
VP Digital Office, Adient

“We consciously identified practical use cases after visiting manufacturing plants and talking to plant supervisors about their challenges. These use cases do not involve fancy technology implementations but solve practical problems for people on the ground.”

– Sudip Singh,
SVP Engineering Services, Infosys

Exhibit 3: Industry 4.0 PoCs Implemented by Infosys

PoC 1: Mobile App for Floor Performance	PoC 2: Track-and-Trace Solution for Inventory Accuracy	PoC 3: Analytics-Driven Business Insight
Problem Statement	Problem Statement	Problem Statement



Currently, a supervisor at a plant detects issues only during line walks. He/she then has to go to his/her terminal and log issues in the system. This manual input leads to a delay in logging, or only critical issues are logged. The supervisor cannot proactively address bottlenecks or other issues. Hold-ups and quality issues on the line severely impact just in time (JIT) delivery, thus adversely impacting completed jobs per hour.

BWI Warren is the largest JIT plant for Adient with more than \$1 billion in annual revenue. The plant assembles seats from 2100+ parts from 191 suppliers. Assembly kicks off from the broadcast of the requirements from original equipment manufacturers (OEMs). Delivery times from broadcast to delivery are very tight at 2–4 hours for one OEM. Material flow from the supply chain and consumption are not visible in real time, and thus, line hold-ups occur. The impact on the delivery schedule is severe, given the stringent JIT delivery cycle. Accurate information about the stock at the plant or in the yard is not available. Stock is tracked manually within the plant. Currently, RFID-based tracking is in place at the pallet level only. No automated advance warning mechanism is in place to address the issue immediately for rapid reaction.

Powerful tools are used to track the financial details of the program from win to product launch. These tools capture financial anomalies but not the root cause of the issues, leading to schedule slippage and cost overruns. Understanding the root causes and predicting issues for future launches will improve the bottom line, improve post-launch measures, and increase customer satisfaction.



Proposed Solution	Proposed Solution	Proposed Solution
<ul style="list-style-type: none"> » Develop a mobile app to provide alerts and notifications to supervisors and managers. » The mobile app interfaces with existing dashboards and other applications. » The app provides alerts and notifications that command immediate attention. » On-the-spot logging of issues ensures that issues are logged, and logged on time. 	<ul style="list-style-type: none"> » Conceive an RFID- or barcode-based solution for next-level tracking of inventory at the consumption point and stockyard in conjunction with existing tracking mechanisms. » Determine a limited scope for a PoC. » Deploy the PoC at the BWI plant and validate. 	<ul style="list-style-type: none"> » Combine financial data with other systems that track program data, like PLM, Eng. BOM, and STAR TECH (resource allocations). » Use a big data analytics approach to gain deeper insights into the product and portfolio performance and best practices and cross leverage learnings from different programs. » Use the Infosys NIA/IIP to ingest multiple data sets, correlate them, and derive insights. Target to improve the effectiveness of the programs from Day 1. » Zilina Plant Quality Analytics: The first phase of the real-time monitoring and analytics PoC consists of the following two use cases: <ol style="list-style-type: none"> 1. Estimated work order completion information 2. Defect trend analysis (basic and extended)
Benefits Achieved	Benefits Achieved	Benefits Achieved
<ul style="list-style-type: none"> » More than 20% increase in supervisor and operator productivity through <ul style="list-style-type: none"> – Improved operator preparedness for order mix complexity, thus avoiding issues at operator stations 	<ul style="list-style-type: none"> » 4% increase in yard switcher productivity through the improved trailer unloading sequence » 8% increase in material handler productivity through improved inventory visibility in the marketplace, as well as on the line 	<p>Work order completion. Beneficiary: Supervisors</p> <ul style="list-style-type: none"> » The solution shows graphs with current and estimated progress on work orders until they are completed, based on the theoretical speed and the predicted speed



<ul style="list-style-type: none"> – Improved production visibility and logging of issues on mobile devices without having to physically visit the stations and record the issues at the end of the shift – Improved visibility of plant production and the ability to make informed or better decisions to meet production targets » Real-time visibility of the production line and review of the line history during shifts » Exception-based and contextualized reporting » Corrective actions for throughput slippages » Predictability on jobs per hour (JPH) based on projected mix » Slow stations identified during specific time periods » Metrics for operator stations for assessments and continuous improvement (CI) initiatives 	<ul style="list-style-type: none"> » Avoidance of carrier detention and associated costs through a reduction in wait times by more than 20% » Reduced downtime and improved parts availability; overall productivity increase of 5% 	<ul style="list-style-type: none"> » An algorithm for calculating the predicted speed of a machine based on its history, its maximum theoretical speed, and the item being produced needs to be created » The solution refreshes and fetches the latest data from source databases every 5 minutes per configurable frequency <p>Defect Trend Analysis: Provide a dashboard to users to view the defect trend for the last few days to enable the staff to investigate the cause of the defect (material or machine) in the case of an increasing trend. Beneficiary: Supervisors</p> <ul style="list-style-type: none"> » Develop a graphical dashboard to show the time trend for all defect types » Top five defects with the maximum slope within the last few days » Top five defects with the maximum count within the last few days » The graphical dashboard refreshes from source data every 30 minutes » Visualization on 42" screens and on screens on the manufacturing floor
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Source: Infosys, HfS Research, 2018



The PoCs were simple to execute, and they were very well received by the people who are responsible for managing Adient operations. Therefore, several very early projects turned out very positive.

- » **Amplification:** Adient has 230 manufacturing facilities across the world, and it is important that the company amplifies or industrializes its initial successes. Adient's digital office is implementing top-down and bottom-up approaches in the amplification of Industry 4.0 in the organization. In the top-down approach, the success of PoCs routed through the digital office is discussed in the larger organization. In the bottom-up approach, Industry 4.0 work being done in the organization without the involvement of the digital office is identified and is made visible within the larger organization. Work is going on in several countries, such as China and Germany, without the involvement of the digital office. The digital office team has been probing the organization to know who is interested, who is doing stuff, what ideas they have, and what success has been achieved.

Thus, Adient's digital office is trying to weave together a series of small PoCs as a larger story about how these digital technologies can improve the manufacturing product.

The important part of the communication is the financial benefit. At the PoC stage, financial benefits were not discussed, but in the amplification stage, the financial benefit was a crucial part of the communication. What Adient's digital office communicated was that they were not going to save much with one application, but if they did ten applications, the savings would be significant.

Another aspect of the top-down approach is looking outside and leveraging best practices, road maps, and maturity models in amplifying Industry 4.0 initiatives. Adient plans to leverage the Infosys Acatech Industry 4.0 Maturity Index (I4MI) for direction.

“So, what we've done is we've taken the central team and connected to what they're doing, and then we have basically amplified that organization. So, I'm saying this activity occurred in Germany. This is what we have seen as the benefit. We think this is plausible across the organization. We should start applying the same learnings to your operations.”

– Randall Urban,
VP Digital Office, Adient

“So, the leadership team said, you know, we kind of get it. Let's continue down that process and continue to do these Industry 4.0 implementations, and we'll figure out the benefits later.”

– Randall Urban,
VP Digital Office, Adient



» **Rethinking:** Industry 4.0 requires continuous rethinking. There will be challenges, successes, learnings, new technologies, and new partners, and the role of the digital office is to make sure these points are considered and acted upon. There cannot be a core end state as Industry 4.0 technologies are evolving. Technology will take enterprises to places that they probably cannot comprehend right now. When everything is connected, automated, with data at the fingertips, and anything that does not add value is eliminated, one will reach nirvana. To get closer to that nirvana, continuous rethinking and undergoing the cycle of planning, partner selection, implementation, and amplification repeatedly is required.

Challenges

Adient faced many challenges in helping people comprehend Industry 4.0 and apply it in their organizations. The four major challenges Adient faced are shown in Exhibit 4.

Exhibit 4: Industry 4.0 Challenges



Source: HfS Research, 2018



» **Changing Mindset:** One of Adient’s biggest challenges is its stakeholders’ acceptance of change. Adient has many people, like all organizations, who are still wedded to traditional IT structures, approaches, and methodologies. The PoCs are less challenging than the other changes that the Adient team wants to make at the amplification stage. For example, although everybody uses mobile as a consumer, it is a challenge to get people to use enterprise mobile applications. Adient doesn’t have a strategy and readiness for being mobile-first. Similarly, Adient is not a cloud-first organization; thus, they still have traditional internal data centers that house all their applications. They do not have an agile methodology; thus, they still have waterfall development. In the Industry 4.0 space, there is a strong divide between operational technology and information technology. Thus, as Adient starts trying to connect its machines and perform analytics, there is resistance in the operational space because it is considered outside the purview of IT. Adient has a static, traditional mindset, and that mindset has been the company’s biggest challenge. How does Adient persuade its internal people to embrace these new ideas and new ways of doing things and then assess the changes at the organizational level? Adient’s digital office, along with its partners, is trying to change mindsets by talking to leaders, conducting workshops, and discussing examples and case studies. Infosys has partnered with Adient to be a change agent. Infosys is helping Adient build methodologies and training programs, conduct design thinking workshops, and develop communication strategies.

» **Metrics:** What metrics should Adient use to encourage experimentation and industrialization, and gauge the success of projects in the larger organization? Initially, Adient tried to take financials out of the picture and focused on functionality and spread. The first group of metrics was based on the functionality proven—whether the project or PoC was able to accomplish the goal or not. For example, if the goal was to automate something, Adient simply measured whether it was automated.

“Infosys has really stepped up in being a change agent to help us convince our organizations in the direction we should be going and then providing through educational seminars, as well as communication platforms, the vehicle to understand and move in the direction we want to go.”

– Randall Urban,
VP Digital Office, Adient



In an analytics project, whether a correlation had been found, which was useful to the organization, was measured. The second group of metrics was based on the spread and proliferation of projects. These were softer metrics: the number of mobile applications, connected systems, applications in the cloud, the extent of the data analyzed, etc.

Adient's digital office calculated the savings potential and how these projects would take the company to the run rate of \$400 million savings when they do a full digital transformation, according to the plan they created at the planning stage. However, Adient did not use financials to judge the success of projects at the initial stage.

- » **Funding:** Who provides the funds for these Industry 4.0 projects? Adient has a two-tier approach to funding. For the majority of the projects, the funding comes primarily from the people who are going to drive the benefits. The second approach is central funding. Adient's digital office asked the organization to free up some funds and allocate them as part of a central fund. This money is allocated to the group who wants to go digital but does not have the funds, and there is a potential for organization-wide use cases of these projects.
- » **Customer Focus:** Most of the Industry 4.0 and digital transformation work has been done internally, and plans have also been developed internally at Adient. The automotive Tier 1 supplier business is different from other businesses as it sells to a limited number of customers, which are automotive OEMs. Globally, Adient has about 18 OEMs as their big customers. Thus, Adient, like any other Tier 1 automotive supplier, does not have direct contact with end customers. The OEMs' interest thus far has not been in the traditional customer experience. Instead, they have been focused on quality, cost, and predictability. Therefore, Adient did not get a message from the OEMs about anticipated end customer requirements. Internally, Adient had conversations and workshops about what end customers may want from a seat manufacturer, with megatrends such as self-driving cars, customization, electric vehicles, and shared mobility. Adient developed concepts and shared them at the Shanghai Auto Show and the North American Auto Show, describing what the interior of a vehicle would look like once all these megatrends converge. The digital office is trying to integrate these discussions in a digital transformation exercise with service providers and internal stakeholders.



Advice for Enterprises as They Start Their Industry 4.0 Journey

1. **Get started and embrace it:** Enterprises need to get started like Adient has done and embrace the changes that are occurring in their industry. If enterprises do not change and continue to do things the way they have always done them, then sooner or later they will get disrupted.
2. **Industry 4.0 should be part of the larger digital transformation initiative:** Industry 4.0 should not be a stand-alone initiative. It should be part of the larger digital transformation initiative to get senior management attention, stakeholder buy-in, resource allocation, program management, etc.
3. **A separate group should drive transformation:** There should be a separate group driving digital transformation initiatives, which works with senior management, similar to Adient's digital office. This group should not have any operational responsibility but should facilitate knowledge, partner selection, implementation, and amplification across the organization.
4. **Select digital transformation partners across established players, as well as startups:** For digital transformation, enterprises need to work with management consulting firms, software vendors, IT services firms, and startups. Enterprises need to be open to working with established players and startups. There will be a few big partners at the core of the digital transformation. Enterprises need to find partners they can trust and that have the capabilities the firms need and can provide new thinking. At the same time, a few niche firms will be able to give enterprises a short-term competitive advantage by leveraging technologies or solutions they offer; therefore, enterprises need to keep an ecosystem mentality.
5. **Prioritize the proofs of concept based on either the problem statement or the opportunity statement:** PoCs should be identified by conducting design thinking workshops with stakeholders. The proof of concept should either solve a pressing problem or cash in on an opportunity. The proof of concept should be easy to implement and be shown to the larger organization as a world of possibilities.
6. **Evaluate the program with different metrics at different stages:** Overall, there should be broad financial goals. However, the program should be evaluated with realistic metrics that encourage experimentation and usage in the initial stages and spread and coverage at later stages. Too much focus on financial savings initially will slow down the initiative.



7. **Include the end customer in the digital transformation consideration:** Most manufacturers, especially non-OEMs, do not have a direct connection with the end customer and depend upon OEMs to pass on customer requirements. The manufacturers' focus in Industry 4.0 becomes inward and only on quality, productivity, and efficiency. Manufacturers should be proactive and anticipate future customer requirements created by technology shifts and prepare themselves for it; otherwise, they risk disruption by new entrants.
8. **Prepare for a lengthy change management process:** Industry 4.0 will mean new ways of working, while leveraging technology and data which will face natural resistance from many stakeholders. To be successful, Industry 4.0 requires buy-in from different stakeholders. It will require extensive communication, meetings with stakeholders, and training programs and then showcasing of the success of these early PoCs. Industry 4.0 is a marathon, not a sprint.
9. **Enable the process to continuously evolve:** Enterprises need to be flexible enough to adopt and implement new technologies and methodologies, and standards as and when they emerge. Given the pace of development in Industry 4.0, enterprises cannot afford to be left with legacy technologies and service providers that cannot embrace new technologies, methodologies, and standards fast enough.

Conclusion

The world is changing, and manufacturing enterprises need to remain competitive by adopting digital transformation and Industry 4.0. Starting this journey in a large global organization is difficult. The journey needs to be planned, partners need to be selected, solutions need to be carefully implemented, and initial successes need to be amplified to get to the desired state. The role of the service provider is very important in identifying opportunities, implementing solutions, and managing change. As Adient's Industry 4.0 journey shows, it can be done with the help of strategic partners like Infosys. It's time to start now. Manufacturers delay this at their own peril.

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About the Authors

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Pareekh Jain is a Senior Vice President and Managing Director at **HfS Research**. He established the global engineering services practice at HfS Research which covers mechanical engineering services, embedded engineering services, software product engineering services, PLM services, and Industry 4.0. He also runs India operations for HfS Research. He authored various industry leading engineering services research reports including HfS engineering services blueprints, HfS engineering services top 20, HfS engineering services quarterly trends, etc. He is regularly quoted in media on engineering services and outsourcing trends.

A seasoned outsourcing consultant, Pareekh has seen the engineering services outsourcing industry from three perspectives: service provider, advisor and buyer. He started his career as a software engineer with Geometric, which gave him the service provider perspective. He was then with neoIT, an outsourcing advisory firm. At neoIT, he was a key contributor on a number of engagements with leading US and European clients, which spanned across the outsourcing lifecycle. He also produced neoIT's seminal report on city competitiveness for outsourcing. In his last assignment he gained the perspective of an outsourcing buyer as he led strategic planning, sales planning, product planning and R&D initiatives for the APAC region of Emerson Network Power—a Fortune 100 manufacturing multinational whose APAC operations are based in Kuala Lumpur, Malaysia.

Pareekh is a thought leader, having authored a variety of publications on topics related to outsourcing, engineering services, technology and regional competitiveness in outsourcing. He loves business fiction writing in his free time and his first novel "*Who is that lady?*" was published recently.

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Tanmoy has over 4 years of research, pre-sales and market intelligence experience in TCS, HCL and Tracxn. At his TCS & HCL role, he has worked on preparing RFP responses including solution construct and commercial proposition. He was responsible for analyzing the business scenario for ERP implementation for different industry verticals and participated in several Enterprise Transformation projects across domains to optimize the IT landscape, increasing IT integration among client business verticals, improving productivity & reducing business incidents. In Tracxn, he was part of the emerging technology team that helps finding companies (Start-ups) specializing in upcoming technologies (virtual/augmented reality, drone etc.) for acquisition & portfolio investments for PE and VC firms.

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About HfS

HfS' mission is to provide visionary insight into the major innovations impacting business operations: automation, artificial intelligence, blockchain, digital business models and smart analytics.

We focus on the future of operations across key industries. We influence the strategies of enterprise customers to develop operational backbones to stay competitive and partner with capable services providers, technology suppliers, and third party advisors.

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About Infosys

Infosys is a global leader in technology services and consulting. It enables clients in 45 countries to create and execute strategies for their digital transformation. From engineering to application development, knowledge management and business process management, it helps its clients find the right problems to solve, and to solve these effectively. Its team of 198,000+ innovators, across the globe, is differentiated by the imagination, knowledge and experience, across industries and technologies that it brings to every project it undertakes.

Infosys' strategic investment in Industry 4.0 technologies, is being led by the 10,000+ member strong Engineering Services unit with deep insights and expertise in core engineering domains gained from 2000+ global client engagements over 20+ years. Infosys Engineering Services is aligned for this unique Industry 4.0 journey bringing together the best of mechanical product development, electronics product development, networking, communications and software product engineering. Competently spearheaded by the Advanced Engineering Group (AEG), a dedicated group in Infosys Engineering Services, which caters to the needs of innovation and next generation Industry 4.0 technologies. AEG focusses on solving complex, multi-disciplinary problems of Infosys clients across all verticals. Staffed with senior industry leaders and domain experts (professional experience between 15 – 50 years; academic qualifications – 20% PhDs and 65% Higher Degrees), this group also helps in incubating new services.

With the intention of actively shaping the Industry 4.0 revolution, Infosys strategically aligned with the Institute for Industrial Management (FIR) at RWTH Aachen, and commissioned a major Industry 4.0 study to formalize asset efficiency as a key driver for competitiveness and to identify company specific readiness and maturity for achieving superior levels of asset efficiency, the result "Industry 4.0 – State of the Nations" was initially published at Hannover 2015. Infosys heavily invested in expanding its Industry 4.0 ecosystem, thought leadership and service offerings in parallel with visionary leadership directly supported by the CEO's office. With the intention of helping its clients understand and unlock new value potential of disruptive Industry 4.0 technologies, Infosys commissioned the Industry 4.0 Maturity Index (I4.0MI) initiative with Acatech, who launched in Hannover 2016 the consortium of scientific and leading industry partners to develop I4.0MI. The Industry 4.0 Maturity Index was published in 2017 and it provides guidance for companies seeking to develop a tailor-made roadmap for the Industry 4.0 journey.

Infosys has pioneered Design Thinking workshops in the industry. Adient chose Infosys as its trusted partner in its Industry 4.0 journey.

More details can be found at www.infosys.com