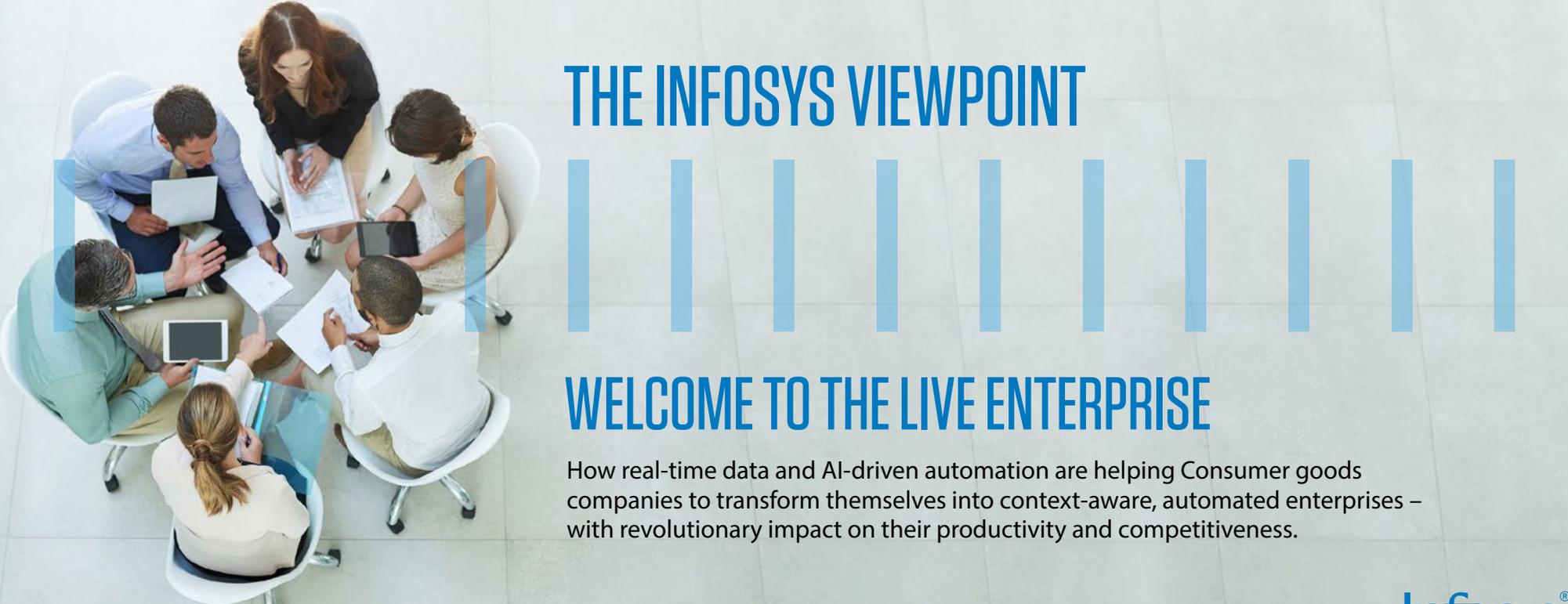


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## THE INFOSYS VIEWPOINT

## WELCOME TO THE LIVE ENTERPRISE

How real-time data and AI-driven automation are helping Consumer goods companies to transform themselves into context-aware, automated enterprises – with revolutionary impact on their productivity and competitiveness.



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## INSPIRED BY THE MIRACLE OF LIFE

The human body is incredible. It can not only see, hear, feel, touch and smell – but each sense is connected to an intelligence that processes the data provided by the senses. Reacting instantly to the conditions around it, it makes a million tiny decisions every second of every day – in order to meet the needs of the individual it serves. As humans, we survive and thrive because of our instinctive ability to understand and adapt to the world around us.

Imagine if businesses could work the same way...

Imagine if every piece of customer, sales and financial data generated was instantly available and instinctively processed to the benefit of the business in that moment. Imagine if businesses could make the right decision in real time, every time – in the same way that millions of years of evolution have helped us to do so. Imagine if every process was as immediate and assured as the natural movements and processes of the human body.

This is the vision that Infosys has for our consumer goods clients.

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# HOW IS THE LIVE ENTERPRISE TRANSFORMING THE CONSUMER GOODS INDUSTRY?

In the world of consumer goods, size means strength. But it also brings complexity. Our vision of the Live Enterprise makes a virtue of that complexity, bringing together a million moving parts in a sophisticated and coordinated whole. With digital brain at its core, driven by an ever-learning AI- and insights-based model that constantly evolves, the Live Enterprise operates instinctively: the company becomes as context-aware, as smart and as sentient as the most advanced living creatures.

Yet this is not wild theory. The technologies we use to make the Live Enterprise possible are proven and mature. They have been refined and improved over the years, and are now implemented on a daily basis by experts who understand the detail of their workings.

Many of our clients are well on the way to reaping the rewards of being a Live Enterprise. The question is – is yours?

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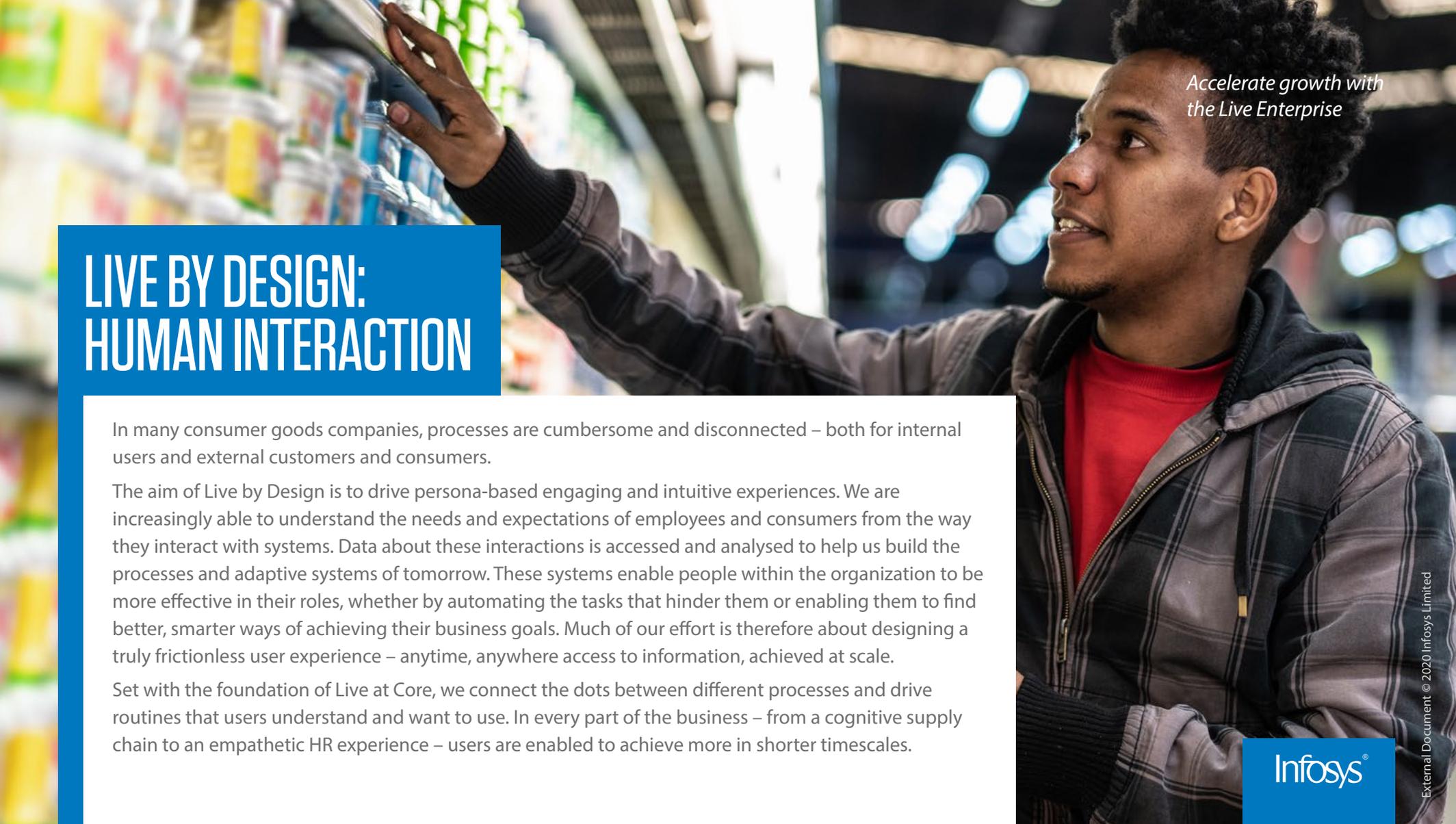
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# ALIVE TO EVERY POSSIBILITY

The Live Enterprise works at three different levels, applying continuous learning and automation principles to enable the digital transformation of every part of the company:

- 1. Live by Design** - employing the concepts of design thinking coupled with the power of data to drive intuitive experiences, thereby radically changing the everyday journey of the users to be agile and hyper-productive.
- 2. Live at Core** - ensuring the enterprise-wide technology landscape and the business processes from demand planning to store fulfilment are significantly machine-led and interconnected to enable the capture of untapped insights through the digital brain.
- 3. Live at Scale** – performing at scale to drive seamless collaboration among all stakeholders within the wider ecosystem, including suppliers, customers and end-consumers, powered by high-performing infrastructure and networks.

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A young man with dark hair, wearing a grey jacket over a red t-shirt, is looking upwards and to the right, reaching out towards a shelf in a store. The background is blurred, showing shelves stocked with various products. The lighting is warm and focused on the man.

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# LIVE BY DESIGN: HUMAN INTERACTION

In many consumer goods companies, processes are cumbersome and disconnected – both for internal users and external customers and consumers.

The aim of Live by Design is to drive persona-based engaging and intuitive experiences. We are increasingly able to understand the needs and expectations of employees and consumers from the way they interact with systems. Data about these interactions is accessed and analysed to help us build the processes and adaptive systems of tomorrow. These systems enable people within the organization to be more effective in their roles, whether by automating the tasks that hinder them or enabling them to find better, smarter ways of achieving their business goals. Much of our effort is therefore about designing a truly frictionless user experience – anytime, anywhere access to information, achieved at scale.

Set with the foundation of Live at Core, we connect the dots between different processes and drive routines that users understand and want to use. In every part of the business – from a cognitive supply chain to an empathetic HR experience – users are enabled to achieve more in shorter timescales.

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## LIVE BY DESIGN: IN PRACTICE

Working with a global sportswear and apparel brand we re-imagined every step of the value chain to provide a unique, personalized consumer experience. By analysing consumer behaviours and preferences, we enabled an individual engagement with every consumer, while also establishing new engagement channels through intelligent messaging. Today we run and manage data involving millions of consumers across 30 countries, with over 30 million real-time interactions every day. The commercial effect has been to increase direct e-commerce sales by 100%, raise repeat buy rate by consumers by 200%, and lift NPS by 40 basis points.

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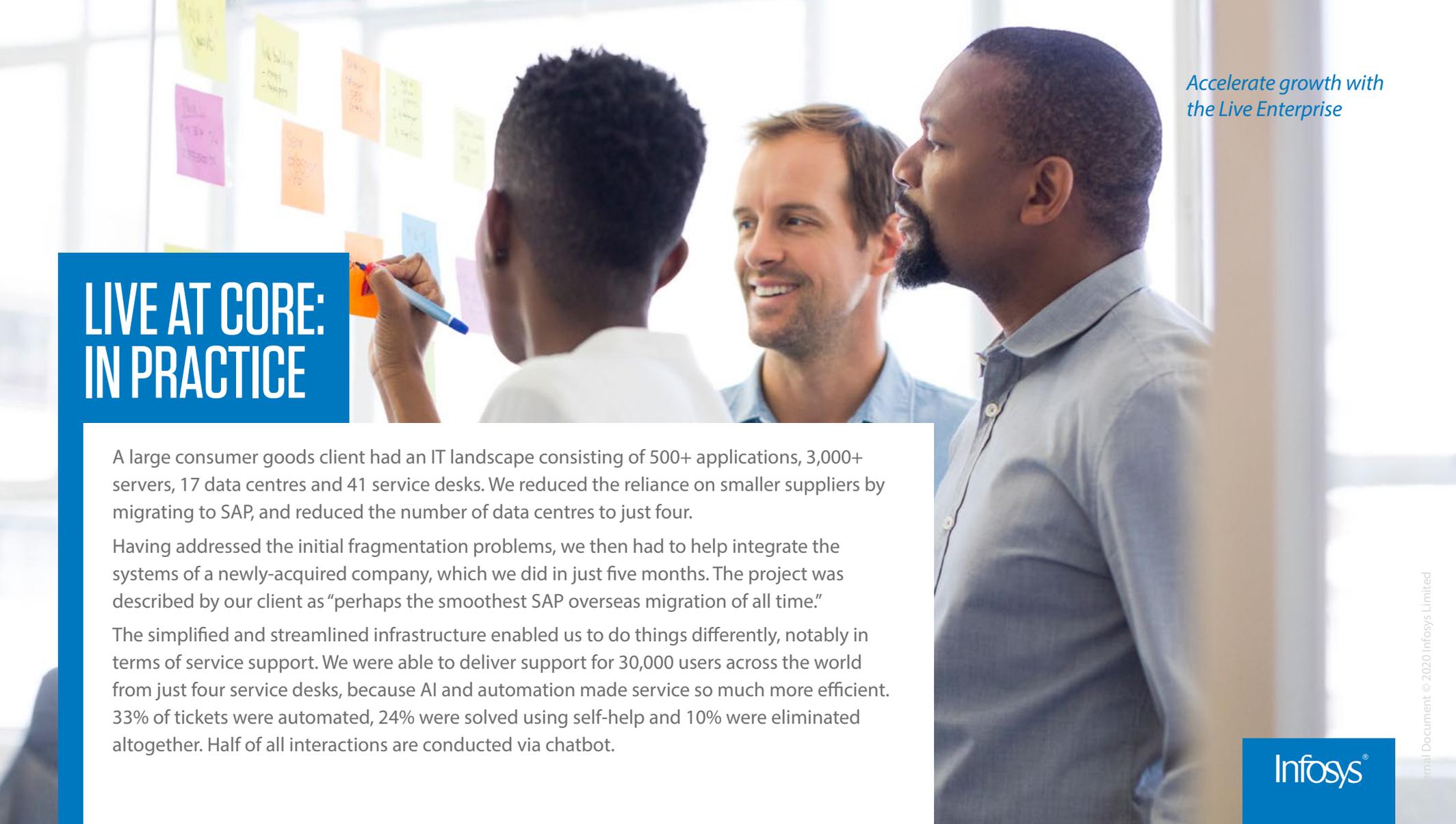
## LIVE AT CORE: THE DIGITAL BRAIN

To realize the idea of the Live Enterprise, we have to overcome one of the biggest problems facing consumer goods industries – the quality and availability of data to drive interconnected insights that constantly learns and adapt.

As extraneous and internal changes continually alter the global consumer goods landscape, the applications running the processes of the large consumer goods companies become increasingly fragmented. The typical Consumer goods organization uses many more applications, data centres and service desks than it needs to – making it slower, less effective and more expensive to run than it should be.

The Live Enterprise requires the rationalization of applications, servers and business processes. It involves machine-led operations with minimal human intervention (such as a zero-touch Order to Cash cycle), further enabled by data-gathering across inter-connected systems. This data is analysed to inform AI-led predictions driving cognitive actions across the eco-system using bots. Hence, the Live Enterprise uses AI and data analytics to perform cognitive actions: collectively, it acts as a 'Digital Brain', driving intelligent decisions across the whole organization.

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## LIVE AT CORE: IN PRACTICE

A large consumer goods client had an IT landscape consisting of 500+ applications, 3,000+ servers, 17 data centres and 41 service desks. We reduced the reliance on smaller suppliers by migrating to SAP, and reduced the number of data centres to just four.

Having addressed the initial fragmentation problems, we then had to help integrate the systems of a newly-acquired company, which we did in just five months. The project was described by our client as “perhaps the smoothest SAP overseas migration of all time.”

The simplified and streamlined infrastructure enabled us to do things differently, notably in terms of service support. We were able to deliver support for 30,000 users across the world from just four service desks, because AI and automation made service so much more efficient. 33% of tickets were automated, 24% were solved using self-help and 10% were eliminated altogether. Half of all interactions are conducted via chatbot.

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A worker in a warehouse, wearing a black long-sleeved shirt, dark pants, and a high-visibility orange safety vest with reflective stripes, is pushing a pallet of cardboard boxes. The worker is in motion, slightly blurred, moving from left to right. The background shows high industrial shelving units filled with more boxes, creating a sense of a large-scale warehouse environment. The lighting is bright, with some lens flare effects.

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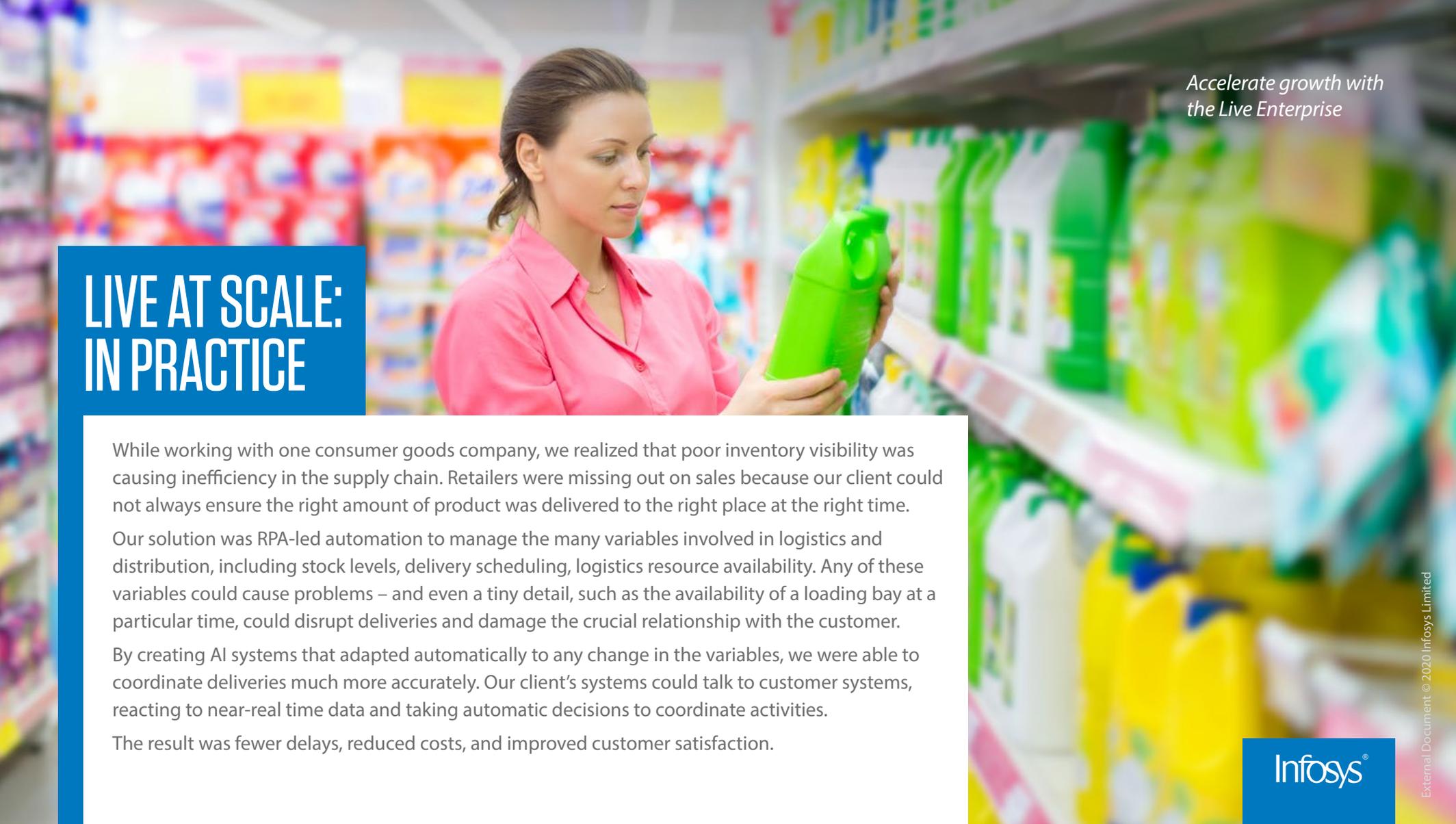
# LIVE AT SCALE: EXTENDING THE ECO-SYSTEM

The Live Enterprise concept brings clear benefits to consumer goods companies. But we all know that our companies do not exist in isolation. We are part of a wider eco-system, so the principles of the Live Enterprise need to work across supplier and customer relationships.

For this to happen, your relationship with them must be trusted enough to enable that level of cooperation. This warrants a completely open yet secure platform architecture which aids in information exchange for mutual success. High levels of security and availability, provided by tools and techniques such as DevSecOps and proactive monitoring and automated server maintenance, are therefore a constant and embedded part of everything we do, rather than an afterthought.

The end result is that you bring additional agility and efficiency to partner companies and enhance your relationship with them. Not only are you more efficient and innovative in the way you connect with them, you also save them time and money.

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A woman with dark hair tied back, wearing a bright pink button-down shirt, is looking at a large green plastic bottle in a supermarket aisle. The shelves are filled with various products, and the background is slightly blurred, emphasizing the woman and the bottle she is holding.

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## LIVE AT SCALE: IN PRACTICE

While working with one consumer goods company, we realized that poor inventory visibility was causing inefficiency in the supply chain. Retailers were missing out on sales because our client could not always ensure the right amount of product was delivered to the right place at the right time.

Our solution was RPA-led automation to manage the many variables involved in logistics and distribution, including stock levels, delivery scheduling, logistics resource availability. Any of these variables could cause problems – and even a tiny detail, such as the availability of a loading bay at a particular time, could disrupt deliveries and damage the crucial relationship with the customer.

By creating AI systems that adapted automatically to any change in the variables, we were able to coordinate deliveries much more accurately. Our client's systems could talk to customer systems, reacting to near-real time data and taking automatic decisions to coordinate activities.

The result was fewer delays, reduced costs, and improved customer satisfaction.

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# LIVE ENTERPRISE: TOOLS AND SOLUTIONS AVAILABLE NOW

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Naturally, moving towards the Live Enterprise involves change in many areas of the business, and requires a number of different tools and programs. Infosys has already developed a suite of mature solutions that are transforming business in many Consumer goods clients across the world today, including:

**Cognitive-First Enterprise:** our machine-first approach for minimizing operational cost, and releasing IT budget

**Data Monetization:** Analytical platform and services to enable monetization of data using pre-configured genomes and insights-based AI

**Digital Supply Chain:** Intelligent & integrated supply chain visibility platform enabling real time KPI visibility & AI-enabled simulation models.

**Logitech:** Cognitive & collaborative solutions improving delivery predictions by providing real-time views of logistics

**Digital Commerce & Marketing:** Microservices-based digital ecosystem driving growth and consumer retention through hyper-personalization

**HR Transformation:** Transforming colleague and workplace experience using sentient models

**Financial Transformation:** Finance cockpit providing end-to-end visibility and prediction with drill-down to improve period closure and reduce cost of operations



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# LET THERE BE LIFE...

The concept of the Live Enterprise is a blueprint for a new kind of consumer goods company. It offers a chance for a breakthrough transformation – a way that will radically transform the way data and AI drives greater efficiency, lower costs and better customer relationships.

Some are ready for it, others are not. Some will embrace it, some won't. But if you believe your organization can move up to the next level as a truly Live Enterprise, now is the time to start the conversation.

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