ANALYST MEET

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CORPORATE PARTICIPANTS

Ravi Kumar S.
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Ravi Kumar S.

So I will keep this very short, this is the last session before the break so we will make it as fast as we could. So, let us rewind a few things that we discussed today, 'Scaling Digital' which essentially means we need large pools of talent, being closer to the clients, co-creating with the clients which essentially means we need hubs in our client clusters. We spoke about repurposing and refactoring talent from existing talent pools, which essentially means we actually need training engines in our market, in our client clusters. We spoke about the scale digital, the need to repurpose and refactor not just Infosys but also our client landscapes and client personnel. We discussed about ability to create an infrastructure, which will not just support us to repurpose but also support our clients who will go through this journey. Now if you have to scale, you have to navigate clients through the journey and they have to be self-serviced in the driver seat. This essentially means you will need to build your infrastructure, lend your infrastructure, your training and enabling infrastructure for clients to repurpose their own people and their own employees which will in-turn help you to scale digital for your clients. That is only going to happen if you are going to 'Energize the Core', if you just want to focus on experience it may not.

We spoke about diverse set of talent needs. Not just engineers who are developing applications but also building a diverse set of talent from a variety of talent pools starting from liberal arts, design and a bunch of things. In fact, we have never done liberal arts before. Now, we have attempted to look at liberal arts, which could actually inspire design in turn inspired by humanity and life. So there are a variety of things which are coming into picture and therefore our talent model is transitioning from a hub and spoke to a network talent model. To do so we have to establish these hubs, and we call them the technology and innovation hubs. It is such a fascinating learning for my own self in the last 18 months or so when I have gone through this journey because there isn't a base line in the market, nobody else is doing it. We are probably one of the first pioneers in transitioning this talent model into a very game changing one relevant to what we are trying to do in scaling digital. This is a picture of the technology and innovation hub in India and I am going to show you a video of the hub and it is kind of going to tell you how the future of capabilities are and how the future of talent is going to look like

So look at what we are doing. We are transitioning from a hub and spoke with large hubs in India to a networks talent model. We are building talent in the market, we are building talents closer to the clients which I spoke about. To do so, you have to get the economics right as well. Economics for outcomes in the digital space is very important for our clients. Economics for ourselves is equally important so that we could deliver services in a much efficient way, the speed of deployment, the agile development cycles, all of that will need you to be closer to clients. So we are actually building agile workspaces closer to our client clusters to drive it.

Last year we announced that we are going to do 10,000 jobs in the United States, which is our largest market. When we said so we did realize that we are not going to hire laterally to get the talent pools. Laterally means experienced talent from the market. You are not going to get it because you just do not have it. The only way you could do it is to hire from schools, which is a fairly new thing for companies like us. We did it to scale. So this is a journey in progress, we almost hired 800+ campus hires in the United States and we are going to replicate that in Europe and other parts of the world as we go forward in this journey. That is going to give us the scale and the capacity in new skills, new capabilities. We are hiring from schools, which are a variety of them, from engineering schools, from liberal arts, from designing schools. We have actually established a training infrastructure and an enabling infrastructure to do so. We have this unique challenge of driving this training infrastructure in a very micro modular way. We do not have the economics to do training for months unlike we do in India where we actually have a much eased structure to do training. We do an 8 to 12-week intervention to get campus hires into production,

into live billable projects. This is the beauty of the transformation that we are going through. We have to repurpose our existing talent pool. LEX learning platform which Pravin spoke about, is an important part of repurposing talent in the market as they virtually go through that intervention in spite of being on projects.

We are looking at building these hubs in and around our client clusters. We announced the first one in Indiana and I am going to show you a video about it. We announced, and we went live on the first one in February of this year. We have three more hubs which are going to be operational this year. Some of them will be specialized in a specific area. For example, our Rhode Island one will be specialized on design. The one we are establishing in North Carolina will be specialized on opensource technologies. We are also going to make these work spaces available for our clients who are asking us this question saying 'are these hubs for you or is it for repurposing our own talent', which means we will lend a part of that value chain to it. In fact, when we did the Indiana one, one our client actually said 'is this about you or it is also about us, can we actually bring our teams and co-create along with you and repurpose ourselves, will you be able to lend a part of your training infrastructure to repurpose our talent pools?' That is the change and that is the transformation we are going through which to me is game changing and we are probably ahead of everybody else in the market on how we are looking at localization. This is something we are going to gradually move from US to Europe to Australia and to other markets where we are actually driving this. To build scale campus hiring is very important, we are signing up with academic institutions in the US, such a fascinating ecosystem where you could do research, training enablement, delivery and building of curriculum and the ability to actually do joint client work in partnership with academic institutions. We have a purpose for every partnership we are building on specific areas. We made an announcement with Purdue University last year and that was specifically on a bunch of new age digital technologies where we are building capability pools from schools and colleges and refactoring talent.

So that is the essence of what we are doing. We are trying new things, for example community colleges in the US. 50% of the student community thrives in community colleges in the US. To create an inclusive workforce, we are actually trying to build talent pools from community colleges as well. So there are a variety of new things and this is path breaking because nobody else is doing it. So we are probably ahead of the race in this particular space.

I am going to show you one live hub in Indiana and you are going to see more announcements as we go forward in next one year, and they are all lined up. Some we have already made announcements, some we are going to go live, some we are going make new announcements and new hubs, which we are going to create including partnership with academic institutions.

These are live pictures from our first innovation hub which went live. You could actually notice that it is a live labs environment, young Americans who have joined us from schools who are actually working on live projects and prototype and proof of concept and actually delivering projects as we transition from an onsite offshore to an onsite nearshore offshore model, as I see it. And this will drive the way we scale digital in the future.

So thank you so much. We have a 20-minute break. As we come back for the next session from Mohit from transformation on go-to-market.