Framework driven approach for Partner On-Boarding to B2B Collaboration application

Augustine PJ, Rahul Sharma

Abstract

Organizations are looking for greater collaboration across the value chain and the need for collaboration with trade partners cannot be understated in the current environment. While the organizations develop & successfully deploy partner collaboration application, the solution design has to be well aligned and tuned with the business needs of each partner while keeping the overall program goals aligned. As a result each partner rollout will go through the process of identifying partner business need, defining the changes in functionalities & business processes, adapting the solution and on boarding internal and partner users.

This paper highlights challenges organizations encounter in partner on-boarding and provides a detailed framework to address them.
Introduction

Efficient partner on-boarding is a critical factor in the success of a B2B collaboration initiative. Based on the Infosys experiences we observe that organizations seldom adopt an optimal route to partner on-boarding leading to low user adoption and hence achievement of lower returns on their collaboration initiatives.

In our view, the primary objective or design principles of developing any partner on-boarding strategy for a B2B application is to be “Faster, Cheaper and Better” in achieving business goals and objectives of their partner collaboration programs. The framework for partner on-boarding should ensure that the new collaboration service will deliver the expected business value in a better and efficient manner while making the solution attractive to the users.

Doing It Better – Helps Improve delivery of value to partner!

The solution design and the functionalities offered by B2B collaboration platform should be in line with the capabilities desired by the partner. We believe the main factors in delivering a better solution lies in accurately identifying the partner needs, right-aligning the solution with partner needs, incorporating the right communication strategy for interacting with the partner to manage expectations and deliver value.

Any partner on-boarding framework should guide a rollout team to deliver partner value efficiently and in a structured manner by providing tools, techniques and processes. Moreover the solution should have the Change Management tools and processes to measure and enhance solution adoption by the users. The framework should have built-in closed loop feedback processes that help refine and improve the services portfolio and the service delivery processes.

Doing it Faster – Helps deliver on quicker Go to Market!

Efficient on-boarding processes predicate standardization, ability to manage variations and repeatability. To ensure rapid partner on-boarding, it is desirable to identify and develop delivery toolkits & enablers, resulting in low lead time for the solution rollout.

On-boarding partners could become very complex as partner needs can vary across board. Many times the rollout program will have temporary and multi geographic nature. To manage such complexities the on-boarding team with a mix of skills sets belonging to multiple disciplines will have to be summoned and trained in short notice. Rollout duration will be affected by how fast the team can be formed from multiple departments and how quickly the team can be brought up to speed.

The framework defines the role and responsibility of each team member along with necessary skill set required. As part of the framework training needs and training artifacts are identified and designed for each role. This provides for right staffing of the rollout team while the team members can be brought to seed quickly in a structured manner. Based on our past experience, implementing this framework has enabled our client to reduce the average rollout time by over 50%.
Doing it Cheaper – Reduce the operational costs and bring in efficiencies!

Cost is a critical factor in collaboration tool rollout as the rollout has to be replicated across multiple partners. The framework can help drive operational efficiencies better by:

1) Making the process predictable and repeatable – use of cookie-cutter approaches wherever appropriate
2) Providing tools and accelerators to enhance the efficiency of the rollout team
3) Automation of activities where-ever possible to reduce the manual effort in critical on-boarding processes such as data interchange or configuration set up

Application setup & configuration and Data migration are typical areas where tools and automation can bring in significant amount of cost savings.

Recommended Model & the holistic approach for Partner on-boarding

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<th>CASE EXAMPLE</th>
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<td>Organization had developed partner collaboration solution but was struggling to on-board target number of clients in an efficient and organized manner. They had barely managed to on-board 5 clients in the first quarter and the entire process for them &amp; for their clients was becoming very frustrating due to lost timelines and low adoption of solution. There were challenges around</td>
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<td>• how to handle different service requirements of various partners,</td>
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<td>• should the strategy be to get all the clients first on standard functionality,</td>
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<td>• how to make target users in client organizations and in self &amp; organization understand their roles and responsibilities,</td>
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<td>• how to do stakeholder expectation management and change management for self and for the client organization,</td>
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<td>• how to bring in automation and efficiency in the entire process of client on-boarding,</td>
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<td>• how to handle data migration and integration with client etc.</td>
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Infosys conceptualized and designed a ‘Collaboration Platform Rollout Model’ to enable the organization to structure the rollout and meet the business demand. The model identified six core frameworks that can deliver a successful and faster on-boarding process for a B2B collaboration initiative as per the design principles described earlier.

The Rollout model enables the organization to structure the rollout to its partners. Purpose of the frame work is to ensure success of the Collaboration solution rollout program. Partners across the value chain will have to streamline/synchronize the processes and systems to ensure the success of the program. The frame work designed by Infosys will enable to rollout team with tools to achieve this goal.

Key advantages delivered by this framework are

• Structured collaboration solution– enable solution tierization and alignment of the same with partner segment
• Develop rollout team structure along with role and responsibility matrix
• Repeatable rollout process.
• Prepare the partner and internal teams for optimum use of the solution
• Support alignment of business processes with the collaboration solution
• Technology alignment of the partner IT systems with the collaboration system
• Enable data priming of collaboration system with necessary master and historical data.
The figure below illustrates the model.

**Figure 1: Collaboration Platform Rollout Model**

The following sections discuss each of these frameworks in more detail.

### 1.1 Service Management Framework

**SCENARIO**

The organization had multiple clients with varying revenue size, volume of business with them, need for collaboration solution, and different state of maturity in terms of successfully absorbing a new collaboration platform. Among these variables, the organization was struggling on how to decide what functionalities to offer and to which clients.

The key element of the solution was to structure the collaboration solution into multiple tiers based on the nature and scope of functionality offered to the partner. Lower the functionality; lower the need of customization in the partner on-boarding process. Hence, at the entry level the partner on-boarding process was an out-of-box solution, minimizing the rollout effort. A Solution Entitlement model was designed to identify the Functionalities entitled for a solution tier. The model was defined to ensure 20% of the partners were entitled for rich functionalities which needed in-depth customizations and change management, whereas 80% of partners were provided with standard, out-of-box functionalities and features.
Collaboration service has three different aspects, not just the business functionalities

1) Business Functionalities – Functional capabilities that can enhance the Business to Business collaborations within the value chain
2) IT Operations – Operational activities to ensure the IT application is up and running
3) Business Operations – Day to day operational activities
   - Existing Business operations which will use the new collaboration application to derive higher benefits
   - Keeping the application operational with necessary business information.

While the IT operations will be provided by the organization that is hosting the collaboration solution, the Business operations could be delivered by the host or partner organization. This decision could be based on the operational maturity and willingness of the partner organization to undertake the activity.

Service management framework will identify the IT and Business Operation segments that will go with each tiered solution and package as a service offering. Please see the illustration below. The service management framework provides a structured approach to come up with partner segmentation rules, develop tiered solution and tiered service offering. The purpose is to ensure right functionality is delivered to the partners at appropriate cost. In the above mentioned scenario, the service management framework was leveraged to achieve the rollout target internal to the organization.

Correct solution set that will be made available to partner will be based on different factor like business need, partnership strength, internal capabilities of partner (e.g. process maturity, IT capabilities), partner adoption of the solution etc. The segmentation of partners along the factors mentioned above will allow the rollout team to identify the right solution for the partner under consideration. The definition service management framework is one of the keys to the success of the rollout program. The figure below defines the service management framework development process
The first step in developing the framework is to develop the rollout strategy. Further solution structuring guidelines are developed. Based on these guidelines tools and templates will be developed to guide the rollout team through the solution selection process.

**Rollout Strategy**

The Rollout strategy guides the rollout program. This provides the high level rollout targets like number of kind of partners to be covered, time period etc. Inputs from program sponsor and the top management of the organization development of rollout strategy will involve. The input to the activity will be Organization needs, value chain needs, ROI and other business environmental factors. This strategy broadly defines the solution expectations, rollout targets, rollout phasing and partner segmentation guidelines.

**Solution Structure**

The solution structure is developed based on the rollout strategy, timelines identified there-in to on-board target number of partners. This involves development of

1)  Solution Tiers – The framework will identify the components defining solution tiers.
2)  Services Catalogue – Details of services available in the collaboration solution developed from based on the functionality sets and operation support requirements
3)  Pricing of the Solution and add on Services , if applicable
4)  Guidelines on customization of solution

The tiered solution provides the view of the entitlement of each partner, reason for the entitlement, what could be the upgrade plan etc. The figure below is a representation of how a tier solution gets assigned to partner segments. In this example, Partner 7 has high appetite for rich functionality and has reasonably strong business relationship as well. However it is proposed to provide Standard/Low functionality solution to Partner 7, because the Partner demonstrates low levels of internal capability, maturity to successfully deploy & execute the proposed collaboration solution. It could be advisable in this case to upgrade Partner 7 to richer functionality solution as the partner capability maturity improves over time to the desired levels. Continuing with the example in below picture, Partner 4 entitlement will continue at “Low Functionality Solution” as long as the appetite for the rich functionality remains low.
Tools and Templates
Tools based on mathematical models can be developed to implement tiered solution. The input of the tools will be partner segmentation guidelines and partner preferences and output will be suggested tier for the partner. Messaging of the solution to the partners and other stakeholders is critical to the success of the rollout. Artifacts will highlight the solution benefits to partners and the value chain overall. If partner/solution tierization is involved then artifacts will contain benefits of each sub solution and principles followed in selecting the solution.

1.2 Process Management Framework

The organization was facing constraints in client on-boarding due to lack of program design. The interaction, handshake and boundaries between different actors were not clear. They were unable to support concurrent client on-boarding as there was limited process integration across operations. As a result the implementation process was complex and had long lead time.

To manage the situation, predictability and repeatability were inducted into the rollout process thru the proposed Process Management framework. The framework identifies the rollout process at the program level and at the individual rollout level. At the program level the framework identifies how the rollouts will be sequenced and scheduled. At the individual rollout level, details of activities and how it will be performed are identified thru Work Breakdown Structure. Quality and process stage gates were introduced in the end to end process. Reporting dashboard was developed to track status of partner rollout to keep the process on track. Implementation of the predefined rollout process reduced the uncertainty of the rollout project, reducing the rollout time while eliminating quality issues.

Program structure or Program level processes
Sequencing and scheduling of the rollout out will be based on the business need and partner organization’s readiness to accept the new solution capabilities. There are a few choices available to structure the rollout like

- Initially rollout a standard version of application to the market and upgrade partners to richer versions later as per plan - cookie cutter approach
- Structure rollout in multiple waves based on regions, partner tierization etc
• Manage each partner rollout as an independent project and as a result, organization will have multiple independent partner on-boarding projects running in parallel.

The choice of the program structure should be decided based on the factors like internal rollout targets, availability of internal resources, management of market perception on the solution, competitor offerings, internal & value chain readiness, internal & value chain need etc.

Rollout Process

In the rollout process, detailed activities involved are identifying tools and resources required for the rollout. The tools identified should enhance speed and quality of rollout. This will also provide inputs to define the Organizational and Change management framework. Further quality gates, process gates and milestones can be identified to track rollout progress and to perform quality control.

At a rollout level the following are defined
1) Rollout process – Define the rollout process which includes actors, activities, activity sequence, process/quality gates, milestones and identification of toolkits
2) Rollout project plan – The above identified activities will be further divided into tasks. Resources and toolkits needed for the task can be identified at this stage.
3) SLA guidance – SLA are developed for the rollout schedule, cost and resource utilization which are measured and reviewed at planned milestones.
4) Readiness checklist – This check list determine internal and partner readiness based on process maturity, IT infrastructure, resource availability etc. The output will be used to customize the rollout process to meet the specific partner needs. This will also be an input to identify the solution variant to be rolled out
5) Business Requirement Document – Partner Rollout BRD will identify and record the solution to be rolled out to a specific partner.

The framework should be flexible to support regional and other special needs based on partner needs. An illustration of the Rollout process definition is illustrated below.

Figure 4: Development of Rollout Process

The Process management framework will be used and referred throughout the rollout cycle.
1.3 Data Management Framework

The organization was facing issues in data migration, origin of the issue related to availability of quality data. As part of the data originates from client, a variety of issues crop up related to availability, structure and cleanliness of the data at origin. More over there are no processes or tools to manage partner setup activities and this leads to high rework effort on collaboration tool configuration. How can this situation be brought under control?

Infosys developed a Data management framework which had defined processes where the organization will work with client for necessary due-diligence to

1) Develop application setup needs jointly
2) Identify master data source(s) for migration and identify data cleansing and mapping requirements
3) Develop transaction data management processes

Further the framework included tools to accelerate setups and migration by automation of recurring activities. Information is stored, transmitted, transformed or used by application in form of data. Hence managing data is a critical part for rolling out any collaboration tool. Unlike other IT applications (which are primarily consumed internally) challenge with any collaboration application is the high visibility of the application and desired data for external partners. Hence it is critical to ensure application data quality.

Broadly two types of data objects will reside in the application, namely Master Data and Transaction Data. Master data is more stable, is uploaded initially and modified infrequently based on business needs.

The figure-5 below highlights the challenges faced during data migration and defining the steady state data management.

Figure 5 Data migration challenges
During the application rollout Master Data and historical Transaction data (if needed) should be migrated. Collaboration applications will have the extra dimension of managing data originating at Partners or multiple external parties.

Data Management Framework identifies the Master data migration and Historical Transaction data migration needs. Further the framework provides migration process and toolkits. This include, details of recipient system, details of source system (like database, tables, fields etc), data cleansing process (based on the data quality of source system), data extraction logic/scripts, data transformation logic/scripts, data upload scripts and verification process. The process and scripts should be designed to be reused across the cross-section of partners. Automation of the process can help in reducing effort and time required. Developing migration process and toolkits involve stakeholders across business, IT, data stewards and partner organizations.

The framework will also define the cutover process when and how the steady state system integration should be switched on

### 1.4 Change Management Framework

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The adoption rate of the application by internal and external users was rather low. Clients were not very clear on what functionalities to expect or not-to-expect from the proposed collaboration solution, how will it impact their day to day working, they did not know what kind of support & interventions including training will be provided by the project team, what will be the expected project deployment timelines etc. As a result the initiative was unable to deliver best experience to the users and many partners had not adopted new processes/application and were still stuck to the old way of working. At most of the deployment locations extensive user hand holding was required. Internal team did not have common understanding of the functionalities, deployment planning approach, tools and techniques to be used. Key challenge faced was that how to make the solution more attractive to all the stakeholders?

Infosys used a change management framework which will enhance the adoption of the solution by the users. The main components of the framework were

- Involvement of the business users early in process to improve the ownership and manage expectations – Internal and partner business representatives were involved in defining the partner solution.
- Develop detailed Communication & Training plan for self and partner organization
- Build in reward, benefit and/or penalty in adopting new solution
- Tools and processes to manage transition and stabilization phases

Implementing a collaboration solution will require cross-organization change management activities. Change management involves Process focused and Behavior focused approaches. Both the approaches should go hand-in-hand to ensure successful adoption of the application. Figure-6 below illustrates the Process focused and Behavior focused Change Management approaches. As we are considering a rollout of the pre-developed solution, the framework covers only the cutover management part of Process focused approach. It is assumed that the other two parts are considered during solution development. In the Behavior focused approach for the purpose of this paper it is assumed that this was be taken care during the solution development phase and not elaborated.
Collaboration Platform

Behavior Focused approach

- Develop Ownership
  - Involve users in solution development
  - Manage user expectations

- Training and Communication
  - Develop training & communication plan
  - Ensure proactive and frequent communication
  - Address users concerns
  - Develop awareness of solution & advantages

- Motivation
  - Develop rewards or benefit programs
  - Build in penalty for old process or not using new process

Process Focused approach

- Cut over management
  - Map As-is Process
  - Develop To-be Process
  - Develop to-be implementation plan

- Program Manage implementation
- Manage Transition phase processes
- Manage Stabilization phase

Communication

Build in a comprehensive communications plan for internal users and for external users. External communications to be made to the partner organization should include information on functionalities that will be offered by the collaboration solution, what’s in it for them, what will be the product roadmap, what will be deployment plan/timelines, what will be the training and other support that will be provided during the project lifecycle, what is expected from users for a successful deployment.

Internal communications will include explanation on the project initiative background & objectives, deployment status as on date along with future roll out plans, what are the key functionalities, what is in it for them & for the partner organization, tools & templates used to do project planning & client tierization, role and responsibility of the internal stakeholders.

Communications framework will segregate the communication needs into

- Project milestone based e.g. pre-go live, post go live etc
- Non milestone based e.g. weekly/monthly meetings, status updates
- Event based e.g. planned down time, new functionality released

Communications framework also identifies whether the communication is for internal or external audience, what is the objective of the communication, role/who is responsible for carrying out the communication and who will be audience, what will be the communications channel & tool to be used and what will be the frequency.

Building Motivation

There is always some amount of resistance to adopting new solution and hence it to important to look for ways to overcome resistance. This could be achieved either by rewarding early adopter or penalizing the laggards. Reward plan could be priority processing or monetary rewards or higher employee rating etc. Penalizing could be rejection of the old solution or monetary penalty etc. Effectiveness vs. Cost (Monetary cost, Relationship cost & HR cost) analysis should be undertaken before deciding on the motivation strategy.

Cut over management

Cutover period could entail need for special handling of transactions, which were initiated in the legacy systems before the rollout but will be completed after the completion or during the rollout. Process to manage these transactions during the transition phase should be preplanned, communicated and put in place before the start of rollout.

Implementation of a new solution will bring in some level of instability into the system. This could trigger higher volumes of support call to service desk. Service desk should be trained and equipped to handle these calls. This may involve training Service desk personnel in the new solution and temporarily enhancing the team size.
1.5 Technology Management Framework

**SCENARIO EXAMPLE**
We have a flexible application which gives customizing options based on partner specific needs. This is making the rollout complicated and time taking. How do we keep track of the customization needs while ensuring on time rollout?

Technology management framework has been developed to manage the technology changes required for the rollout. The framework has tools and processes to manage application setup, customization, application integration and technology integration. Additionally the framework provides capability to track and report rollout status.

Implementing Collaboration solution could be affected by internal and partner technology and application architecture. The technology framework provides tools and processes to manage the technology integration across the value chain. The technology management framework will be defined based on technological integration dictated by the solution. The figure below depicts the components of the Technology Framework

*Figure 7: Technology Framework components*

**Application Setup**
Many times collaboration applications have in-built flexibility to capture varying needs of the partners. In which case it the application should be configured to meet specific partner needs.

Setup/Configuration process will involve obtaining partner preferences, preparing setup values, uploading setup values and internal & external testing. Technology framework will identify the setup needs for the solution and provide necessary templates to obtain the setup preference from partners. Further the framework could provide for script based auto upload of these setup values.

**Application customization & localization**
Building a flexible application that could address all diverging internal and partner needs may not be possible. At times such requirements are driven either by local regulations of internal guidance and hence could be business critical. This could demand alteration (involving development) of the technical solution. The technology framework should be able to provide guidance on acceptability of the changes based on the Partner credentials.

**Application Integration Solution**
Depending on the depth of the technical integration demanded by the solution it could be necessary for the collaboration application to integrate with existing internal and/or partner IT systems. The application integration solution should provide necessary tools and process to perform this integration. This should provide possible solutions for multiple scenarios that
could be encountered during rollout, application integration standards and guidance on how to resolve conflicting standards with partner. The solution should identify alternatives in cases were application integration is not feasible with partner.

**Technology Integration Solution**

This defines how the internal technology stack will communicate with the partner technology stack. Similar to application integration, technology integration should provide the possible alternatives to implement the technology integration with partners. Similarly the solution should identify alternatives in cases were technology integration is not feasible with the partner.

**Rollout Tracking and Reporting**

Depending on the complexity of the solution it will be necessary to have a rollout project tracking and reporting tool. This tool should track each rollout through different milestones, and should be able to report on the rollout status, open issues, action pending etc… The tool could be built on an MS excel work book and for more complex rollouts specific applications could be built for the purpose.

### 1.6 Organization Framework

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The rollout needs expertise from different divisions. The rollout team is matrix organization with resources representing multiple relevant departments. The role and responsibilities expected to be played by each of these members are not clear and this creates lots of confusion in the rollout process. In addition, organizations fail to put together right estimate on number of resources required from various functions to achieve the program objectives.

Infosys developed the Organization framework to bring clarity to the rollout process. Role and responsibility matrix was created. Under this for each project activity, the framework defined:

- **Reviewer** – review after the work is complete
- **Approver** – review & approval required
- **Input** – provides input while the work is being done
- **Perform the work**
- **Owner** – accountable for the work being done

The framework is derived from the process management framework. Process management framework identifies all the activities and tasks required for the rollout of the new solution. This framework is expected to drive availability of resources and define clearly the responsibility of each resource. This was also used to create Job descriptions and prepare resource requirement estimation to support the activity.

**Roles and Responsibilities**

The Figure-8 below identifies a sample role and responsibility matrix for a rollout project. The rollout team in this example is built in a matrix structure. The team members are pooled from different departments of the organization to form a “cross-functional team”. The team structure should be defined based on the solution and rollout approach. The Organization framework provides the job description for each role which permits the organization to allocate or recruit the right team member to the rollout team.
Figure 8: Development of Rollout team

Rollout team size
Rollout team size can be derived from input like internal readiness, richness of functionality, internal readiness, scale of rollout etc. The other inputs for deriving rollout team size is number of parallel partner rollout planned and resource capability.

Rollout team structure
There are different ways the rollout team could be formed. This will be defined based on the rollout complexity, expected duration of rollout program & resource availability. Some of the possible ways to develop team structure are mentioned below.

- Dedicated permanent rollout team with representatives from every stream e.g. Role based or Business function based
- Team stitched together for each partner rollout based on resource availability
- Team structured based on regional basis or partner type
- Team structure based on solution tier

Induction Toolkit
The rollout team has to be scaled up on the rollout process. This toolkit provides artifacts to be used for training or acclimatization activities of the new members joining the rollout team. The artifacts should provide in-sight into

1) In-depth knowledge of the solution
2) Comprehension of the internal and partner benefits from the solution
3) The rollout framework and how to use the tools and templates
Conclusion

The framework discussed in this point of view is comprehensive and unique in the sense that it recognizes issues organizations face in partner on boarding on multiple fronts right from arriving at service/functionality decisions to IT/Data management needs to Organization design aspects and then goes further to suggest the best practices and ways of working/solutions to the identified issues. The framework is based on the experiential knowledge of work done on partner on boarding programs across multiple organizations. The framework is a ready-reckoner to help evolve an approach that manages current client needs, provide a standardized delivery platform, bring in process and technology standardization to manage scale, scope and complexity and facilitate new client and new capability on-boarding.

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Infosys among the world’s top 50 most respected companies

Reputation Institute’s Global Reputation Pulse 2009 ranked Infosys among the world’s top 50 most respected companies.

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