



DIGITAL
SERVICES
MODEL
FOR THE
NEXT
GENERATION

Infosys®
Navigate your next



For many companies, the first visible effects of the COVID-19 pandemic quickly created a challenge for their operating models. The most pressing questions were around how and from where employees would work. A top priority was to adapt to cope and ensure business continuity. Some of the lessons learned then will serve us all long after the health crisis has passed. As businesses figure out the future, this learning will strengthen their strategies and tactics for a robust model for work that can withstand other shocks that may be lying in wait.

At Infosys, with our experience of having partnered with some of the best and biggest companies worldwide during the crisis, we have evolved our [Digital Navigation Framework](#) to pave the way for a transformation of our services delivery to build into it greater resilience so that our clients structure their IT services delivery to succeed in the post-coronavirus economy.

It is premised on the fact that talent no longer needs to be shifted from where they are available to the location where the project must be executed. The digital platforms we've built over time and accelerated during the past six months allow our clients to leverage talent from anywhere in the globe with the same seamlessness that co-location enables.

Our approach to every engagement begins with creatively balancing and custom calibrating the inevitable tensions that surface when orchestrating this blueprint to fit the specific context of the client's business. Based on the client's needs, we work to bring balance across five key parameters of the model:

5 key parameters

- 1 Digitalizing**
delivery blurring shores
- 2 Instituting**
the digital workplace
- 3 Teaming**
networked talent
- 4 Adapting**
distributed agile
- 5 Fostering**
an inclusive culture

1 Blurring shores: Digitalizing for onsite integration and offshore efficiencies

We recommend taking a spectrum-view of the digital talent and services delivery landscape. At one end is the potential to lend digital talent to work synchronously with the client's team at the client location. At the other end of the spectrum is the opportunity to leverage the efficiencies of global delivery centers. Enterprises can uncover additional value throughout the spectrum and between the ends when talent is onboarded onto a digital platform. This includes the value from:

- Local talent, with the flexibility to work from their homes and out of digital innovation centers, located near client hubs
- Talent from the workforce in the extended geography, working from offices and remote locations in the same time zone as the client
- Teams, at global delivery centers, with the flexibility to work from their homes

while working hours that align with the client's time zone

- Custom-configured, exclusive teams working out of client-dedicated virtual global development centers
- Digital communication, collaboration, and learning tools deployed across devices seamlessly to create secure, virtual offices that blur geographic and workspace borders

Based on a study of several of our projects where we simultaneously leveraged talent deployed at the client site and various global locations, we have a deep understanding of the levers that drive value in such distributed programs. This has led us to build a simulation tool, with which we can help businesses estimate factors such as agility and cost takeout implications for various combinations of onsite, nearshore, and offshore teams.



CASE IN POINT

Tapping Digitally into your Next Talent Pool

In the U.S.

At Infosys, we are well-equipped to lend our talent value chain to clients anywhere in the U.S. We've hired over 13,000 American workers, since 2017, including university and community college graduates in the U.S. More recently, we announced plans to hire 12,000 American workers over the next two years, bringing our hiring commitment in the country to 25,000 over five years. We've also instituted six Infosys digital innovation centers, with integrated digital studios, in Tempe, AZ; Hartford, CT; Indianapolis, IN; Raleigh, NC; Richardson, TX; and Providence, RI, to supplement our offices throughout the U.S. In addition, we have expanded into nearshore centers in Canada with operations in Toronto, Vancouver, Ottawa, Montreal, and Calgary. In Mexico, Infosys supports businesses from the Monterrey delivery center. Each of these centers works seamlessly in tandem with talent and resources from our Global Delivery Centers in India.

We invest heavily in reskilling our American workforce in emerging technologies. Our U.S. education center in Indianapolis, housing a residential training campus for American hires, is slated to start operating in 2021. This culture of lifelong learning and continuous reskilling allows us to tap into an alternate talent pool, outside of STEM-qualified talent, outside of college graduates, outside of prosperous ZIP codes, and into all those sections of American society impacted by the skills and opportunity gap that holds back individuals based on gender, race, and economic background.

To enable our clients with the same advantage, Infosys has launched Reskill and Restart. This a consortium-led solution, leveraging Infosys Wingspan to create a free, online platform, connecting digital talent and our clients in the U.S. while we create training pathways for the new recruits to succeed.

In Europe

Infosys nurtures talent in over 250 locations across 26 European countries. This workforce is made up of over 17,000 digital experts, and over 440 graduates hired straight out of college. We've set up two Infosys digital innovation centers at Dusseldorf, Germany and Bucharest, Romania, and two digital studios in London and Berlin. These complement five proximity centers for clients at Baden, Erlangen, and Stuttgart - Germany, Marseille - France, and Nottingham - U.K

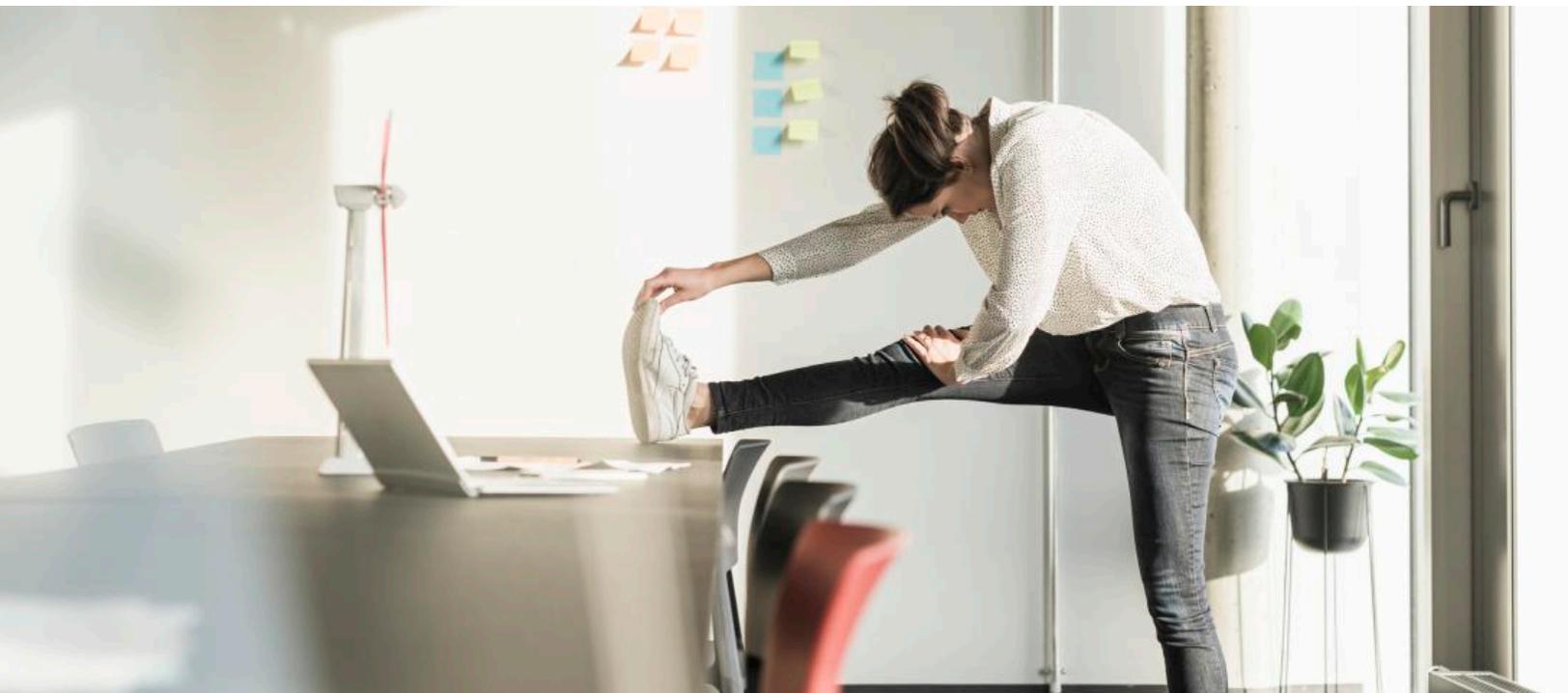
2 Digital workplace: Combining on-premise social capital with the flexibility of remote work

Even after a vaccine or effective treatment will open the possibility of safe return to the traditional workplace, remote work will have a permanent place in the employment mix. The typically hastily put together remote work arrangements from the pandemic will evolve into a new workplace that is digital at its core with remote workers coming to collaborate in a physical workplace to execute activities they cannot accomplish as effectively through remote collaboration.

To understand which teams (and jobs) are better suited to remote or on-premise modes of work – we studied about 150,000 Infosys workers from over 2,500 projects executed around the world, as well as 25,000 project documents and 20,000 work tickets in the period from Aug 2019 -August 2020. Augmenting the insights with more than 1,000 interviews with stakeholders, we arrived at the levers to tune in order to maximize productivity.

These include steps for:

- Mitigating the loss of social capital in remote working through deliberate team composition that ensures familiarity of members, networked organizational structures, inspirational leadership, early, regular feedback, and safe spaces to learn from mistakes
- Enabling remote teams to match and even out-perform their on-premise counterparts with KANBAN processes and accelerators, adoption of pair programming, and rapid cross-skilling
- Enabling collaboration in a virtual world across the physical and geographical barriers, with whiteboarding, parallel programming, collaborative design, group editing of documents, and knowledge sharing
- Streamlining physical workspaces and on-premise collaboration to purposefully support activities that cannot be executed remotely



CASE IN POINT

Equipping your Next Team to Deliver from a Digital Workplace

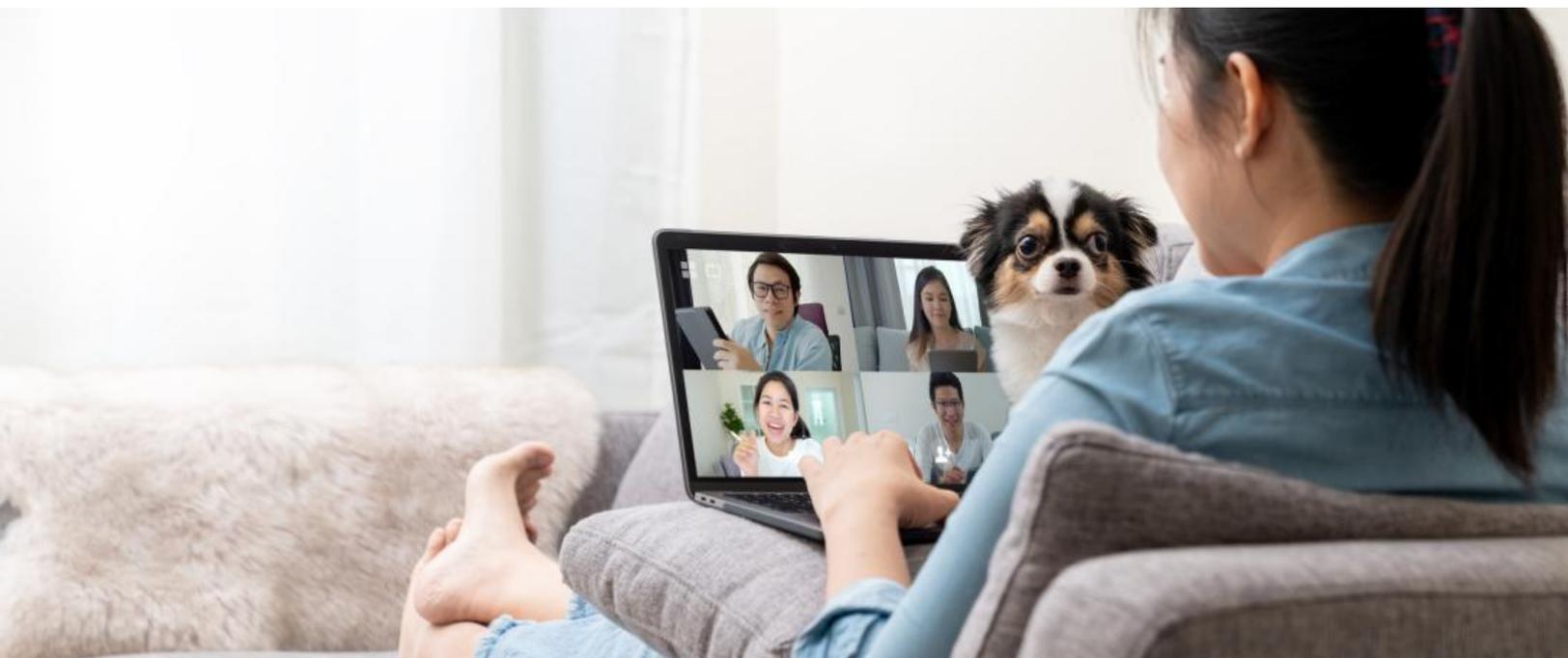
At Infosys, 99% of our over 2,40,000 employees, in 46 countries, and across our global delivery centers, digital innovation centers, global offices and nearshore centers are fully enabled to work from home, so clients have the flexibility to compose their teams across shores, to deliver in a digital working model. Our remote access infrastructure has expanded 10x from the pre-pandemic days for virtual private network bandwidth and back-end capacity scaled by 4x to support the increase in concurrent connected remote users. Officially provided devices with robust cybersecurity connect our workforce with our corporate networks. Cloud-based remote audio, video, and content collaboration platforms are integral to this setup. With over 85% of our workforce already enabled for distributed agile working and with over 10,000 scrum masters in the company, remote development work proves less of a challenge for us. The InfyMe app continues to connect all Infosys employees to the latest company updates – from advisories to policies and other company benefits – while also allowing them to self-declare their health status. The hoteling application in InfyMe app provides intelligent workstation booking capabilities for employees to work on-premise safely in our offices. The app incorporates business rules, regulatory compliance, network orchestration, security and is integrated with other facility sub-systems. Virtual ODCs and software-defined zero-trust network design and access provide borderless collaboration across the cloud for employees to work seamlessly from any location and any time.

Our employees continue to learn and train on our digital learning platform, Infosys Lex. In addition to bite-sized online content, Lex brings trainer-led lessons, a hands-on lab environment and even proctored internal certifications – all virtually – to the home offices of our employees.

3 Networked talent: Expertise of a few amplifying the efforts of many

Given that it is unviable, for reasons of location, availability, and economics, to deploy digital specialists throughout the duration of the project to deliver for clients at their offices, the networked talent model presents an effective alternative. This entails building distributed agile teams orchestrated to deliver high impact. A typical project team brings together the necessary number of digital experts working in a pair programming fashion to rapidly identify and frame the problem. Their responsibilities are fully discharged once they co-define the outline of the solution with a similarly small cohort of power programmers, working near or at the client location. The power programmers, in turn, work with expanded agile distributed teams, at the digital innovation center closest to the client to deliver and deploy digital solutions in co-creative cycles of agile development. These teams are, in turn, amplified by 'follow the sun' teams anchored in the global development centers.

The networked talent model is differentiated by the diversity of the skills integral to the composition of the agile distributed teams. The model leverages not just engineers and enterprise architects but experience designers and graduates from liberal art backgrounds, so multiple dimensions of the client's digital agenda are served. In fact, beyond leveraging the talent pool to solve their toughest business problems, clients can share in this talent value chain to recruit, train, and even reskill talent for their own workforce. The fact that Infosys digital innovation centers are embedded geographically within rich learning, and research ecosystems help to accelerate this agenda. The centers' digital studios, maker spaces, solution experience facilities, and immersive learning infrastructure, in highly agile, open, and collaborative workspaces, create the ideal on-premise work environment to purposefully support activities that cannot be executed as effectively through remote working.



CASE IN POINT

Staffing your Next Digital Transformation Project for Impact with Efficiency

A logistics provider of cutting-edge supply chain solutions to the most successful companies in the world approached Infosys to help them digitally connect their customers, carriers, drivers, consumers and their own customer service representatives and dispatchers. The need of the hour was to build digital products – as microservices - for customer engagement, carrier engagement and drivers on the go.

The Infosys project delivery team was distributed across Trivandrum, Bangalore, Pune, Jaipur, and Hyderabad in India, in addition to engineers in the U.S, U.K, and France – overall 10% in-market and 90% across Infosys global delivery centers. The design talent on the team operated out of the Infosys UX design lab in Bangalore. The scrum teams operated out of Trivandrum and Pune, along with DevOps engineers in Trivandrum, QA automation engineers in Jaipur, and architects in Pune. Every digital product was spearheaded by a product manager located in India and directly connected with the associated business leader from the client's organization as well as with IT and engineering teams. The client, in collaboration with Infosys, now connects 30,000 customers, 62,000 carriers, and 150,000 drivers on the newly created digital platform.

4 Distributed agile: Delivering agility along with stability

Throughout the aforementioned study of Infosys projects, one characteristic that stood out was that projects that ranked higher on managing the impact of the COVID-19 crisis were also those with agile practices more deeply embedded in their delivery models. This is far from surprising given that agile teams are typically well suited to endure disruption, with their ability to adapt to fast-changing business priorities and digitization.

As distributed agile teams switch to embrace more digital and hyper-distributed ways of working, with new talent, from across geographies and time zones inducted remotely into the team, adapting the team's approach for stability needs to include:

- Instituting new ceremonies for purposeful, structured communication. For example, biweekly project-wide meetings to identify and agree on objectives for the following weeks
- Adopting ALM and agile project tools to bring transparency of project management encompassing metrics, productivity, quality, and status.
- Adopting DevSecOps and programming tools for secure build and release management of software in distributed teams
- Identifying and enabling teams with the right set of tools and digital assets to collaborate and execute tasks with ease
- Establishing team-wide comfort with asynchronous collaboration through messaging boards and chat
- Increasing the frequency of feedback with a regular cadence, including real-time feedback while coaching
- Documenting team discussions and progress in a single source of truth agreement, housed in a single shared workspace to update team members unable to participate in the event
- Simulating one-room environment through communication protocols and collaboration tools
- Deliberate, non-hierarchical inspirational leadership when engaging with clients and teams
- Engaging virtually with the team through bonding exercises and immersive interventions
- Managing KPIs visually through digital KANBAN boards
- Creating direct channels of communication with client and distributed teams to maximize collaboration time over overlapping of time zones



CASE IN POINT

Staying Agile in the Next Normal

For one of our clients, a multinational cards and payments company, we have teams operating out of India, the USA, UK, Canada, China, Germany, Australia, and the Philippines. While the teams traditionally worked both in-office and from remote locations, the pandemic compelling the team to rely entirely on digital platforms to collaborate and co-create.

The agile teams evolved their ceremonies to:

- Focus their daily scrums on backlogs
- Include multiple demos in their sprints
- Increase use of the virtual visual board
- Increase scrum-level idea generation to manage change
- Institute mid-day code check-ins

Adherence to SLA soared to an all-time high of 99.83%. People productivity remained un-impacted.

5 Shared Culture: Inspiring and inclusive

Next normal digital services delivery may not translate easily into just a simple mix of on-premise and remote working or even onsite and offshore. Culture will prove to be an essential glue. Above all, the approach needs to be one that supports:

- Extension of social capital to drive value over extended periods of time
- Networked people structures, with decentralized decision-making, as against hierarchical structures
- Reduced cross-functional linkages to create more integrated self-contained work packets
- Decentralized data custodianship with increased overall trust in employees
- Smaller workgroups, especially for newer employees to get integrated with faster
- Balancing outcome-centric goals with effort-based ones
- Steering away from managerial micromanagement
- Ideation in isolation (remote) coupled with continuous collaborative improvements

Simultaneously, organizations are accelerating radical digitization of their processes and functions for greater resilience. They are inviting their digital services partner to not only transform and run the functions but also rebadge and integrate into the partner's workforce,

their employees who already know how to do the work, and understand the processes involved. However, a contractual obligation to absorb new talent into the workforce does not guarantee inclusion in the workplace that is so essential for the success of the project. Without targeted intervention, non-inclusive dynamics have the potential to be amplified in a remote and digital context.

We have developed a menu of actions to promote inclusion in remote and digital working teams that include:

- Investing in recruiting and coaching brand ambassadors from the newly absorbed talent pool
- Creating opportunities for the integration of diverse perspectives and for greater participation. For example, structured remote team building and networking
- Intentional mentoring and sharing of enterprise tribal knowledge
- Encouraging all team members to commit to individual inclusion goals
- Creating a sense of belonging by mapping each employee with a guiding lead
- Continuous education and training not just for employment and progression, but for employability



CASE IN POINT

Expanding Culture to include the Next Integration

At Infosys, integrating rebadged employees into our workforce is an exercise thoughtfully charted for every transition. While we custom-tailor a transition plan to align with specific business objectives, our tactics to empower smooth transition into the company's culture straddle projects. We typically rely on:

- **A dedicated rebadging team:** This helps the incoming workforce to acclimatize to cultural change and share in tribal knowledge within the company. The dedicated team accelerates learning, identifying and mitigating the risks of attrition in such transitions
- **More than a one-time induction meeting:** We institute different types of meetings: townhalls, coffee connect sessions, brown bag lunches, and an invitation to the transitioning office where they can meet in the new premises both formally and informally with the team
- **Meet and greet with leadership:** The incoming team is invited to 'ask me anything' townhall-like meetings with various leaders
- **Communication, FAQs, and information-bites:** A stream of bite-sized on-demand content helps the incoming team integrate into the workplace
- **Buddy system:** Based on a heat map of the incoming team that generates insights around their roles and needs, buddies from the mainstream team as assigned to members of the incoming teams
- **Culture, capability, and compliance training:** Continuous learning is facilitated on our digital learning platform – Lex
- **Instituting a joint council:** Representative employee members from the incoming team meet with HR and designated members from leadership to discuss the fear factors, transition progress updates, risks, and address those to decide upon solutions

As enterprises accelerate their digital transformation programs, we at Infosys are committed to working in true partnership. We will adapt and orchestrate the delivery of our services and sharing of our talent to be more relevant and realize more value for our clients not only as they manage this crisis but also to power their business forward.

For more information, contact askus@infosys.com



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