

## REPORT REPRINT

# Infosys Live Enterprise Suite helps clients build a digital runway for transformation projects

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The company has taken the message 'be the change you wish to see' to heart with the creation of its Live Enterprise Suite. Infosys is providing enterprises with a suite of platforms, apps and IP to support them as they modernize existing technology while shifting to more agile business models.

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### Introduction

Infosys Live Enterprise Suite was driven by Infosys chairman Nandan Nilekani in 2018 to ensure the company was recreating itself as a 'live enterprise.' Infosys is doing this by modeling itself around what it refers to as the digital pentagon of design, learning, automation, agile and proximity.

As Infosys explored digital projects with its clients, it was discovering shared patterns in what they are looking for and talking about. These patterns revealed a common requirement for modernization of the technology landscape in current run operations, with digital transformation programs evolving from there, since the majority of Infosys clients have an existing IT landscape with a significant amount of legacy.

Over two-thirds of Infosys clients are beginning to move applications and platforms to the cloud, and are applying an agile operating model along with automation and AI technologies. They are looking for guidance as to what will come in the next decade, and Infosys Live Enterprise has an aspirational role to play as these enterprises continue to evolve and learn.

### 451 TAKE

Infosys has taken the message 'be the change you wish to see' to heart with the creation of its Live Enterprise Suite. It has used the continuously evolving platforms and apps internally to change the pace of its own transformation, which saw FY 2020 Q3 digital revenue rise dramatically year-on-year by 41%, to just over 40% of total revenue. It is now bringing to market both the learning and software in the form of Live Enterprise Suite, which has helped drive this success. The vast majority of its customers are at the stage of moving to cloud-native models and AI for a few use cases, while continuing to worry about the burden of technology debt. This tallies with 451 Research's Digital Pulse findings, and suggests that Infosys is taking a market position with Live Enterprise that will resonate well with clients and prospects.

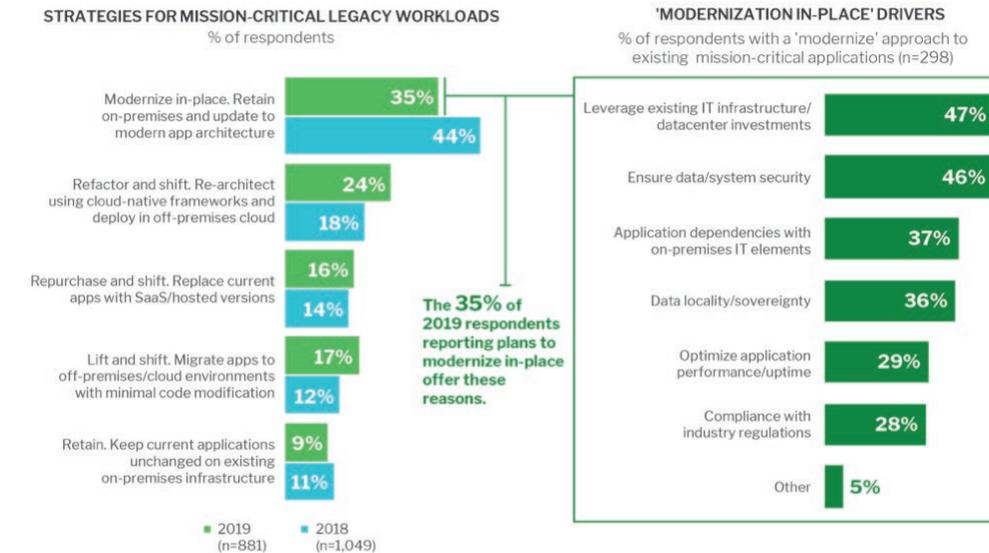
### Context

As the use of hybrid/multicloud environments evolves from being an IT state that 'just happens' to an explicit IT strategy, multiple approaches to addressing technical debt and modernizing mission-critical applications are in play. As can be seen in figure 1 below, 451 Research data shows that 'modernization in place' remains the primary approach to upgrading/refreshing legacy applications, but 'refactor and shift' is gaining momentum as organizations look to leverage cloud providers' cloud-native tools and functionality for a more cloud-first approach to application modernization.

**Figure 1**

Source: 451 Research LLC

## Modernization In-Place as Top Strategy for Mission-Critical Workloads



Report: Voice of the Enterprise: Digital Pulse, Workloads & Key Projects - Quarterly Advisory Report.  
Source: Q. Which of the following best describes your organization's overall IT infrastructure approach to mission-critical applications and workloads going forward? Q. You've indicated that your organization plans to modernize existing critical workloads/applications on-premises. What are the most important reasons for this choice?

Keeping the workloads on-premises, but updating the infrastructure and modernizing the application architecture, remains the single most common model among the organizations surveyed, and is particularly favored by those in the communications/media/publishing (45%) and healthcare (42%) sectors. Organizations in finance highlight application dependencies and industry compliance as the main drivers for the approach, while those in retail prioritize application performance optimization and data locality control.

Given that economics (leveraging existing investments) is one of the top drivers of the modernization in-place approach, this model may well be a solution that will not endure beyond the next upgrade/refresh cycle. In 2018, 44% of respondents cited modernize in-place as the primary approach, indicating that this model is being eroded by an increasing number of organizations looking to refactor and shift applications.

Meanwhile, the cloud-native redesign of existing applications and off-premises cloud deployment is growing, and is now the modernization model of choice for 24% of organizations. This model is also the go-to approach for respondents in the telecommunications and information technology sectors. This data suggests that Infosys Live Enterprise is well-aligned with evolving market requirements.

### Strategy

Infosys Live Enterprise is a new mindset to help organizations 'navigate their next' as they evolve from using AI in point products to AI services that will mature into core business processes and AI-first processes. The approach thinks about the user experience rather than the completion of transactions, and considers the smooth flow of interactions that it takes to complete a transaction. It moves on from the pursuit of linear processes to an ecosystem approach, with open architecture that can sense, respond and more easily adapt to change. The live enterprise uses platforms to more quickly take things to market via a digital runway that enables delivery of projects in micro-releases.

The leader of the Strategic Technology Group within Infosys, Mohammed Rafee, believes that 'micro is the new mega,' in the sense that it is important to create a big picture view, but this needs to be broken down into micro projects and pulled together with a micro-service architecture. For example, with a two- to three-year traditional project, value is typically difficult to deliver in the first 18 months and so the business loses patience, which is why it is important to create an environment to enable frequent micro-gains.

With Live Enterprise Suite, Infosys is able to do this to deliver different types of business outcomes at a rapid pace. It can help support more intuitive decisions in product development by, for example, creating a knowledge graph to bring together PLM information across multiple systems so that the product development lifecycle item visibility can be from 50% and 30% faster onboarding. This benefits the timing of trade promotion spend, as well as store inventory management, as new products come to market in a more unified way.

The approach promotes more responsive value chains enabling processes to be reimaged – for example, in the area of recruitment, Infosys is pilot testing a candidate knowledge graph to radically reduce the time taken to recruit new staff. Live Enterprise can also enable more perceptive experiences for retail customers since the suite has an experience configuration tool to segment individual users according to characteristics such as price, items on sale or customer loyalty, which can be mapped into a set of profiles to create a digital self for each customer. All of these outcomes are underpinned by a shared digital infrastructure that takes in the existing client landscape.

Infosys has applied Live Enterprise internally, so has learned that the most challenging aspect is changing a mindset. Consequently, enablement is best done over a number of sprints so that people can learn to think and act differently. Rafee is clear that traditional change management does not work in this context, and that is why micro change management is important – taking time to tackle a small problem first, and drive adoption at scale so the approach can be seen to deliver value.

It is best practice to provide a new release every six weeks to allow business to gain confidence in the efficacy of incremental innovation. Over time, more and more capabilities can be introduced to bring the pieces together across the duality of current operations and change. This all requires a new architecture to manage and modernize existing technology, which is where the Infosys Live Enterprise Suite comes into play.

### Live Enterprise Suite

The Live Enterprise Suite is a set of frameworks, platforms and IP services that strengthens each enterprise's core by optimizing the existing IT landscape and modernizing what it has, using platforms, data and apps.

Infosys Live Enterprise Suite is underpinned by a Poly Cloud Platform to manage across multiple public and private clouds. Working with a UK banking client, Infosys has also developed a 'data on cloud platform' to move data to the cloud with tools to extract data, move it to cloud environments and create data pipelines. Infosys clients increasingly want this type of data modernization as they move into commodified open source infrastructure because the platform can move petabyte scale data across clouds.

The Live Enterprise management platform merges service line views across key business areas so the application landscape can be managed better. Because the platform is built on an open architecture, other service providers can bring data from platforms such as ServiceNow and Remedy. The intelligence layer creates an enterprise knowledge graph that can be searched in a way that is analogous to Google. The idea is to build an enterprise digital brain for each client's business using AI technology and graph APIs. The client then owns the services created unless they are provided by Infosys as SaaS.

The suite also comes with a Service Store and Bot catalog, by which Infosys curates its proprietary assets such as Finacle, Skava and Live Enterprise, combining them with the internal enterprise assets of the client, and ultimately with other platform provider and partner assets. Not every asset makes it to the store since each one is tested for security, IP, code quality, architecture and so on. The suite also includes the Infosys Wingspan portfolio with applications for learning, personal productivity and work.

Although the first implementation of Live Enterprise was internally with Infosys itself, the company has now done a significant amount of work with clients, running four client pilots. Clients can take the Live Enterprise platform and extend it. The plan is for clients to take the co-created assets, and make them available internally via agreed commercial constructs.

### Competition

Providing project services to support the digital transformation of large enterprises is a heavily contested market opportunity, where Infosys will be competing with other well-known global players such as Accenture, Capgemini, Cognizant, DXC Technology, HCL, IBM, TCS and Wipro, as well as cloud-native entrants such as 2nd Watch, Cloudreach, Eagledream Technologies and Privo.

### SWOT Analysis

#### STRENGTHS

Infosys identifies itself, along with the majority of its customers, as a 'live enterprise.' These are businesses that are not digital-native, but have to transform to be hyper-productive at scale, while meeting quarterly and annual numbers. With Live Enterprise Suite, the company is making the same tools that it is using to transform itself available to its customers. And that is a strong message to take to market.

#### WEAKNESSES

The move to micro-change management within project services requires a different approach than sales and account management, and is intentionally disruptive to the traditional Infosys model. As traction for Live Enterprise Suite grows, this requirement will need careful monitoring by Infosys.

#### OPPORTUNITIES

Given the open nature of the platform and the Service Store that Infosys is providing with Live Enterprise Suite, the offering should be a useful anchor for the Infosys ecosystem in the organizations that adopt it.

#### THREATS

The Infosys approach with Live Enterprise will be attractive to many companies struggling with digital transformation. However, it remains to be seen whether other competitors, with stronger digital-native credentials, will prove more attractive in the longer term as partners for such companies.