Vendor Profile

Infosys Live Enterprise — Enabling Operationally Resilient Organizations

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IDC OPINION

Customers that have established an ongoing internal culture of improving their operations have a higher opportunity to deploy digital engineering and improve their business metrics and optimize operations as compared with their competitors. As we discussed in *Future of Operations: Building the House of Resiliency* (IDC #US46188320, April 2020), for companies to keep up with growing complexities in their businesses, they have to invest in their ability to adapt to market and ecosystem changes and learn faster. Digital technologies, new tools, and innovative business models will enable organizations to pivot from excellence to operational resiliency. As customers across all industries deploy digital and other initiatives to transform their operations to build an organization that proactively predicts and responds to customer and other stakeholder expectations, professional service providers will be called on or required to play an even more active role in partnering with their customers.

Historically, these providers have played a siloed role in supporting enterprise customer needs. In many cases, they have offered consulting, systems integration, engineering, digital, or managed services in isolation or, at best, in combination with another complementing service. As customers see increasing pressure to get a higher ROI on their technology spending and struggle with integrating and reaping the benefits of rapidly evolving digital technologies and platforms, they will face challenges related to hiring and retaining relevant talent, integration of globally distributed disconnected assets, deployment of best practices for their domain, and refining their operating model to stay ahead of their competition and be relevant to their customers. Furthermore:

- Many customers will eventually look to partner with one provider that owns all partnership responsibilities that complement their internal infrastructure. This emerging scenario will require services providers to offer the entire life cycle for all "digital era" services that include scalable capabilities such as consulting/design, automation, analytics, digital engineering services, cloud, monitoring, and managing operations. These capabilities will exist in-house within the service provider organization, or the service providers will adopt a collaborative strategy to build their own unique ecosystem of partnerships with technology vendors and customers.
- On their part, the services partners will invest in required technologies and methodologies, build relevant competencies, and offer these in a scalable, a marketplace-driven, and an on-demand model.

IN THIS VENDOR PROFILE

This IDC Vendor Profile explores the relevancy and timeliness of Infosys Live Enterprise (LE) services offering to enable customers to identify gaps in their current infrastructure and restructure their technology deployments as they navigate the unknown and constantly evolving internal and customer

business impacts due to COVID-19. This offering is built with the aim to establish an operationally resilient organization and achieve a state of preparedness to deal with unknown political developments, natural disasters, and other business-related developments with the intent to minimize their impact to business.

SITUATION OVERVIEW

COVID-19 has been a revelation for individuals and businesses. As a species, we have collectively realized how unprepared we are for an unknown event that can start small and morph into a disaster with the speed and agility never seen before. And it appears that, as we attempt to get back to pre-COVID-19 ways of working, we will have to adapt to a hybrid personal and work environment infrastructure that will require a certain degree of physical distancing and touchless behavior. An urgent topic that needs to be addressed in parallel is the resiliency that organizations need to incorporate into their DNA so that they can deal with any future event that may result in any kind of disruption to their business. This requires the following characteristics to be infused into overall strategy, process, and technology:

- **An "always aware" organization.** This characteristic requires organizations to realign their processes to create an environment in which they are always in a sense and respond mode. This requires an examination of the current processes and technology and changes required to reach an always aware state by leveraging intelligent automation, analytics, cloud, IoT, autonomous systems, and other engineering technologies.

- **Differentiated and scalable talent team.** High-tech talent does and will continue to play a crucial role in meeting the aspirations of all customer stakeholders. It will play a key role in bringing the benefits of its business and engineering experience and knowledge to accelerate the organization's journey and be a leader in the industry they operate in.

- **Collaboration with stakeholders.** To accelerate digital and other innovation platforms, it is necessary for organizations to infuse a collaborative culture across both internal (among different business units) and external (technology provider, service provider, strategy/consulting provider, and other) stakeholders.

- **Stronger customer relationship and highly positive experiences.** As we are aware, customers play a critical role in providing feedback regarding any organization's product and services. Tightly knit feedback mechanisms coupled with resulting product/service modifications/time to market and deployment of various technologies, processes, and so on will ensure a highly loyal base of customers.

- **Modern approaches to technology.** This characteristic requires an organization to ensure that it simplifies its technology landscape and does not get locked in with technology that hampers the required flexibility to operate and sense/respond to evolving business situations with speed and agility. In addition, they also need to be on the lookout for relevant new and emerging technologies.

Company Overview

Infosys Live Enterprise Vision

Infosys' journey to be a live enterprise started about two years ago with an aspiration to transform itself to be a digital-native company that has the agility of a start-up, is responsive to customer needs, is networked and well connected with the enterprise ecosystem, has increased the velocity of ideas and innovation, brings extreme automation in everything and, most importantly, will walk the talk by

implementing all the ideas and innovations first at Infosys. In their own words, live enterprise defines the technology vision for the future and is a journey not a destination. A live enterprise has a shared digital infrastructure for the company that allows features, functionality to evolve over time, and a next-generation architecture that is designed for evolvability.

Infosys reimagined the employee experience from 100+ apps to a few integrated mobile-first experiences that can be used to perform anytime, anywhere business operations. All key enterprise processes were also reimagined to become more sentient, with an ability to sense, process, and respond in real time so that routine decisions can be made automatically and enable employees to be hyper productive. All of these were powered by a set of platforms that are part of their shared digital infrastructure.

The Infosys Live Enterprise was tested during the early phase of COVID-19 when their entire workforce had to work remotely. Due to the investments made over the past two years, Infosys was able to quickly adapt to the remote operating model and continue to support and innovate for its clients.

Key Benefits

- The entire employee life cycle – from hiring to onboarding to personal productivity to work to learning and, finally, to career management – is now enabled for anytime, anywhere mobile-first experience.
- Process reimagining has helped make some of the key business processes have zero latency and improved productivity by 12x for some areas.
- Polycloud platform enables Infosys to govern, manage, and orchestrate workloads across all public and private clouds in a unified manner.
- The Live Enterprise store curates all the business, knowledge, IP and code, and learning assets into an organization-wide marketplace that is helping accelerate the velocity of new ideas and innovations.
- Live Enterprise has enabled Infosys to achieve enhanced knowledge sharing, collaboration, process simplification, and continuous learning. It has also created a level playing field for every person in the company to access the company's intellectual capital.

Based on Infosys' own internal transformation to be a live enterprise, it has productized and curated all the IP and platforms into a Live Enterprise Suite that will help clients accelerate their own digital transformation journey.

Infosys LE is based on a philosophy that most customers are in various stages of digital maturity and their ultimate expectation is to leverage technology partnerships, ecosystems, and platforms (such as Kubernetes) and digital technologies (such as AI/machine learning [ML], AR/VR, and computer vision) and evolve into an entity that is smart, agile, adaptive, and highly customer and other stakeholder focused.

For customers to reach this aspirational state requires a new way of thinking, approach, and capabilities. Any LE should exhibit the following characteristics:
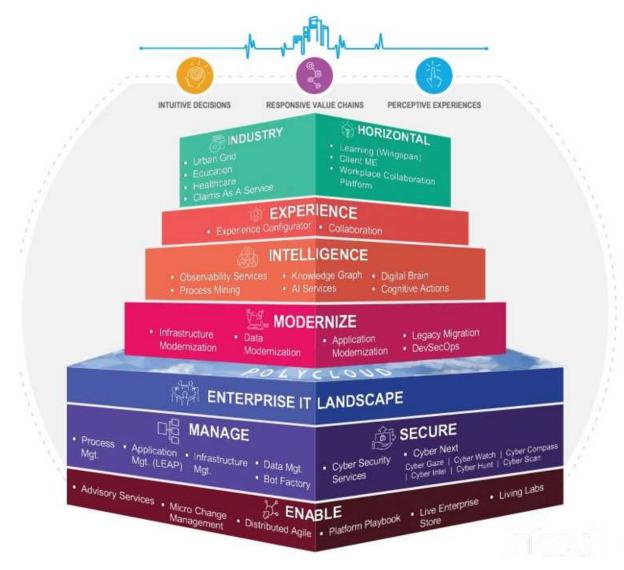
- **Connected, smart, and resilient.** This capability provides the ability to leverage digital tools anytime, anywhere by all stakeholder individuals to stay connected and get updates relevant to their roles. The always connected characteristic will require both touch/touchless technology

and intelligence generated from real-time streaming data. And, in conjunction with an API-driven and open standards mindset, it will enable the creation of a resilient smart workplace.

- **Observable.** This capability provides the ability to observe employees' well-being/performance (while ensuring privacy) and the health of the overall enterprise (technology and business) in real time. The data can be presented in summarized dashboard formats to relevant business units such as leadership, IT, OT, and HR.

- **Sentient.** From a business perspective, being *sentient* refers to the ability to perceive the impact or outcome of specific business actions or developments (both internal and external). A sentient model or platform is built leveraging AI/ML technologies and is deterministic (based on inputs and not random) in nature.

- **Agile and alive.** This refers to the sense/process/respond infrastructure elements that enable an organization to be resilient and reduces the impact of any detrimental situation to its business. One can safely say that it is an outcome of being connected, always observant, and being sentient.

- **Innovative and differentiated.** In a rapidly evolving business environment, being innovative can refer to an idea or invention or a business model that changes the way an organization creates or provides a differentiated product/service that customers love and buy/consume. Examples include agile methodology, ride-sharing platforms, and hardware/software technology that makes driving safer. This is the ability of an enterprise to create a culture of internal and other stakeholder collaboration to build a differentiated enterprise that operates with a combined intellectual and business knowledge power.

Company Strategy

Infosys LE Blueprint

Figure 1 highlights the building blocks that Infosys LE services offering delivers to customers. This includes a range of services, products, platforms, and methodologies that come together to transform the way in which a customer structures its infrastructure and operations with the aim of building a system that enables resiliency.

FIGURE 1

Infosys Live Enterprise Blueprint

Source: Infosys, 2020

Some of the foundational elements are:

- **Micro change management.** In a live enterprise, feature releases are deployed to users every six weeks, and to drive adoption, Infosys learned that traditional OCM will not work. Micro change is the new way to achieve success, with companies transforming themselves one micro step at a time during the agile build and ensuring that change management occurs along with each micro step. This approach enables enterprises to measure adoption through telemetry in a real-time basis and plan strategies around driving adoption and usage by deploying the micro change management framework.

- **Live Enterprise store:** Live Enterprise store is a one-stop shop where all modular pieces of the suite (business, knowledge assets, platforms, IP assets, offerings, solutions, and other components) are available. An ever-growing repository, it currently hosts 200+ assets and solutions that clients can benefit from and works on a marketplace model wherein clients can add their own assets too. The multitenant store is managed in a layered manner based on user persona, enabling greater search, usage, standardization, and reuse.

- **Living Labs.** Living Labs is a platform-led program from Infosys to take the Live Enterprise Suite to each of its customers and then contextualize, cocreate, and innovate to solve the clients' problem in their environment. The Living Labs platform is available across its global digital innovation centers, design studios, and now virtually as well. The strategy is to leverage design thinking, technology, and design capabilities of the Infosys innovation ecosystem to incubate and deploy these solutions at scale.

- **Live Enterprise Application Management Platform (LEAP).** This platform provides a business-centric view of the operations starting with KPIs and key process metrics and linking them with underlying applications, data stores, and infrastructure to enable holistic management of the IT landscape. It brings the live enterprise capabilities to life for business operations and uses AI at its core to drive AIOps across business and IT operations.

- **Polycloud Platform.** Infosys Polycloud Platform provides a cloud-agnostic management and control plane to deploy and manage workloads across public clouds (AWS, Azure, and GCP) and private cloud in a secure and compliant manner.

- **Bot factory.** Infosys has seen that a lot of its clients have several RPA tools, and to scale and bring extreme automation and reuse of bots, it has curated all the bots into a bot factory that can reuse and orchestrate across multiple RPA tools. The bots can be of three types: micro bots performing atomic piece of work, worker bots orchestrating and performing a process using multiple micro bots, and a digital worker that uses worker and micro bots to automate human work that is repeatable and deterministic.

- **DevSecOps.** DevOps necessitates close collaboration between software product development and IT operations and enables higher priority for developers. On the other hand, SecOps ensures security is taken into consideration at every stage of the development process and is not addressed after the software product is developed. DevSecOps combines these two methodologies and leverages an agile framework to realize the benefits when these three teams collaborate.

- **Digital Brain.** Digital Brain is Infosys' design specification for realizing a continuously learning cognitive platform that behaves intelligently with the various entities that are part of a live enterprise. Entities could be humans (employees, contractors, and vendors), machines (IoT, buildings controls, smart products, etc.), data (customer, partner, product, etc.), and virtual (organization and delivery units). The Digital Brain constantly senses the knowledge graph and events to sense, process, and respond with actions in an automated manner.

- **Experience configurator.** The experience configuration kit reimagines user experience by "codifying the user state of mind." This feature takes cognizance of actual human behavior at the workplace. It formalizes the way people interact with user interfaces. Different users have different motivations in their day-to-day roles and therefore exhibit inherently different behaviors, which in turn influences their decision making and their expectations. The configurator captures this information using telemetry and uses it to personalize and contextualize the user experience. With Live Enterprise, user archetypes are built-in, and the front-end experience is optimized based on parameters such as the user's desire for belonging, knowledge, or security at work.

- **Wingspan.** It is a cloud and mobile-first corporate learning solution based on open source technologies that is designed to provide seamless interactive learning experiences, accessible anytime, anywhere, and on any device. It facilitates a culture of learning and collaboration for organizations, helping them reimagine their talent transformation experience.

- **Meridian.** It is a Live Enterprise workplace platform that provides a unified interface to make the process of collaboration across 10+ class of productivity and collaboration tools easy and also helps bring collaboration into the business operations and processes. It is based on cloud and mobile-first open source architecture and works on browser technology to enable agentless collaboration.

Customer Examples

- For a leading global engineering giant, Infosys Wingspan platform has been deployed to help navigate its digital next as part of its strategy for 2020 and beyond, bringing *next-generation learning experience* and providing personalized learning and enterprise performance management through advanced AI capabilities. The platform has been deployed companywide and will enhance learning experience for 385,000 employees across 200 countries.

- A consumer goods company set itself an aspirational goal to trace a product within four hours to meet the regulatory requirements. Once the product was traced, it wanted the ability to hold and release it in an integrated manner across the value chain. Infosys partnered with the company to develop an integrated view of products across its core systems, warehouses, and co-packers to ensure a real-time view of the products was available, and this information was used to make decisions on hold and release and drive the flow and execution. As a pilot, it was initially rolled out in one market and based on its success is now being rolled out to other markets.

- For a global telecom company, in one of its markets, new product introductions could take up to 18 months, requiring significant changes to downstream systems of record, which was impacting the business. Competitors were rolling out new digital offers, and the company could not respond fast enough. Infosys partnered with the company to transform the customer experience by developing a new digital experience platform, unbundled its existing IT systems into a set of micro services for sales, commerce, service, and care. To drive openness and standardization, the TM Forum Open API's framework was adopted. This helped the company increase digital sales by 50%, have a 3x improvement in NPS, have zero downtime deployments, and roll out more than 40% of on-demand production releases within a day.

FUTURE OUTLOOK

The current pandemic has caused most economies to shrink, and many global organizations have been caught unawares and their businesses have been disrupted due to the lack of demand, inability or constraints related to the ability of their employees to go to work, and supply chain issues. As such, the organizations are beginning to reexamine their current digital and transformation strategy and investments with the aspiration to build an always aware, efficient, and resilient organization. This will require all their business units to collaborate and identify short-term and long-term investments and strategies to reduce investment overlaps and realize predefined KPIs and ROI in a shorter time frame.

On their part, service providers are taking the right steps in building competency across the value chain. These include strategy/consulting, design, engineering, and managed services. In detail:

- The solution that is envisioned and being built should be stable, scalable, and secure, and interoperability should be a key tenet of all new engineering or IT deployments.
- The final system should always be in an alert mode, identify any resources wastage, predict outcomes and prescribe solutions, and detect/resolve any business or operations issues quickly.

As these trends evolve, marketplaces of services will emerge wherein customers will be able to pick and choose services and technology and pay based on usage. These marketplaces could exist within a services organization or get created externally by various technology and services providers. All these initiatives will ensure the emergence of operationally efficient and resilient organizations.

ESSENTIAL GUIDANCE

Advice for Infosys

- Focus on restructuring, retraining, and hiring talent with the right technology skills and experience that can build to your vision for Live Enterprise.
- Ensure that you do not get caught in any pilot or proof of concept (POC) purgatory. Work with your customers to clearly define strategic aspirations and steps to get there.
- Engage in relevant partnerships and M&A to build any gaps in existing or evolving technologies.
- Ensure you accurately communicate your value proposition to customers and help them envision the art of the possible

LEARN MORE

Related Research

- *Market Analysis Perspective: Worldwide Digital Engineering and Operational Technology Services, 2020* (IDC #US46864918, September 2020)
- *Worldwide Product Engineering and Operational Technology Services Forecast, 2020-2024* (IDC #US46638620, July 2020)
- *Moving from Crisis to Recovery: Product Engineering and Operational Technology Services* (IDC #US46647420, July 2020)
- *Future of Operations: Building the House of Resiliency* (IDC #US46188320, April 2020)
- *Digital Engineering and the Future of Operations* (IDC #US46217020, April 2020)

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