NEAT EVALUATION FOR INFOSYS:

Advanced Digital Workplace Services

Market Segment: Overall

Introduction

This is a custom report for Infosys presenting the findings of the NelsonHall NEAT vendor evaluation for *Advanced Digital Workplace Services* in the *Overall* market segment. It contains the NEAT graph of vendor performance, a summary vendor analysis of Infosys for advanced digital workplace services, and the latest market analysis summary for advanced digital workplace services.

This NelsonHall Vendor Evaluation & Assessment Tool (NEAT) analyzes the performance of vendors offering advanced digital workplace services. The NEAT tool allows strategic sourcing managers to assess the capability of vendors across a range of criteria and business situations and identify the best performing vendors overall, and with specific capability in build services and run services.
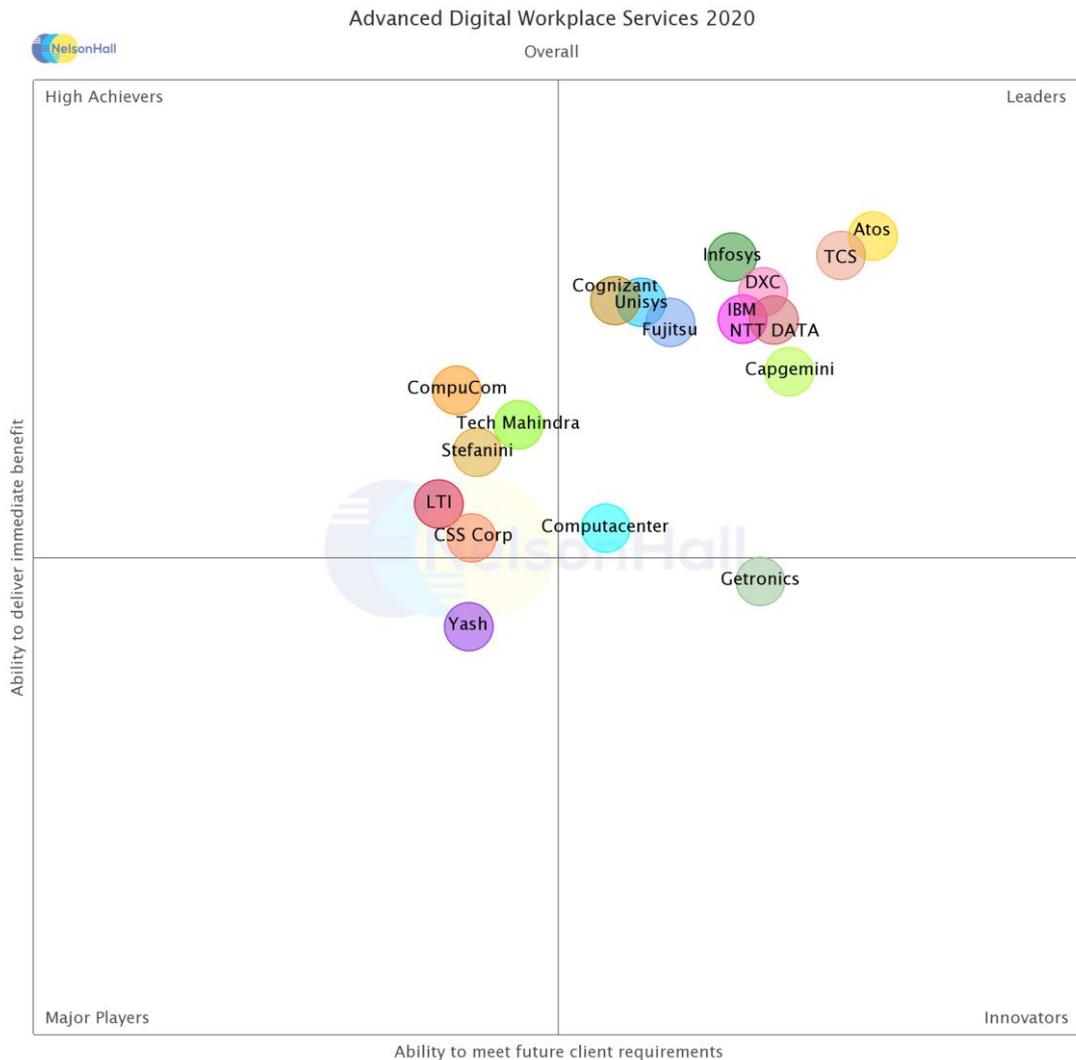
Evaluating vendors on both their 'ability to deliver immediate benefit' and their 'ability to meet client future requirements', vendors are identified in one of four categories: Leaders, High Achievers, Innovators, and Major Players.

Vendors evaluated for this NEAT are: Atos, Capgemini, Cognizant, CompuCom, Computacenter, CSS Corp, DXC Technology, Fujitsu, Getronics, IBM, Infosys, LTI, NTT DATA, Stefanini, TCS, Tech Mahindra, Unisys, and Yash Technologies.

Further explanation of the NEAT methodology is included at the end of the report.

NEAT Evaluation: Advanced Digital Workplace Services (Overall)

Advanced Digital Workplace Services 2020
Overall

Source: NelsonHall 2020

NelsonHall has identified Infosys as a Leader in the *Overall* market segment, as shown in the NEAT graph. This market segment reflects Infosys' overall ability to meet future client requirements as well as delivering immediate benefits to its digital workplace services clients.

Leaders are vendors that exhibit both a high capability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet future client requirements.

Buy-side organizations can access the *Advanced Digital Workplace Services* NEAT tool (*Overall*) here.

Vendor Analysis Summary for Infosys

Overview

Infosys provides digital workplace services under its workplace transformation offering. Over the last 12 months, Infosys has seen an increased focus on employee experience and has further evolved its services to drive the digitalization of the workplace environment and enabling clients to transition to a Live Enterprise.

Infosys provides digital workplace services across the following areas:

- *Workplace Consulting Services*: employee experience design, training, adoption and organizational change management services (driven by Teams), and workplace analytics

- *Workplace Collaboration Services*: O365 migration and adoption services, Teams collaboration, My Workspace, Collab.Nxt, Microsoft Power Platform, and G-Suite adoption

- *Modern Workspaces*: Win10 upgrades, evergreen IT and application readiness, UEM, virtual cloud desktop, workplace identity & security, and smart spaces

- *Workplace Operations*: service center, O365 managed services, Device as a Service (DaaS/VDaaS), Windows as a Service, ITSM, workplace analytics, and user experience management.

Key offerings include:

Workplace Consulting Services

Infosys is focusing its consulting services on envisioning the digital workplace for tomorrow, providing employee experience, assessment, and design workshops and services. Infosys has a clear focus on improving the employee experience and seeks to engage with different business stakeholders within the client to understand the specific needs of the employee. It will define a persona-based workplace of tomorrow, creating blueprints, roadmap, and implementing.

Through technology consulting, Infosys also helps clients to strategize their workplace technologies and solutions, which also include product evaluation or selection. Organization change management (OCM) is another key focus area within consulting in terms of training and enablement to ensure the continual evolvement of the product every six months.

Infosys has further invested in a global design studio and innovation lab network to ensure design and co-creation skills are located in proximity to clients (it has design studios in the U.S., Europe, and India). It has also developed a design-thinking workshop facilitation approach that was designed in partnership with Stanford University design school.

Workplace Collaboration Services

Infosys is focused on enabling clients to drive agility in their employee-facing applications as they have done with their business-facing applications. Here, Infosys is helping clients to move to more agile platforms, including Microsoft Power Platform, to drive the agility to sense and respond to the changing needs of employees. It also sees traction in G-Suite adoption and strong adoption of Teams across clients.

Key Workplace Collaboration Services include Infosys' workplace suite, which enables managed services to become more efficient through the introduction of automation, and tools and accelerators for migration. It has further evolved this capability to encompass more governance capabilities to track adoption of how services (e.g., O365 resources, including

Teams, Mailboxes, etc.) are being consumed by employees globally. It is also building more self-help, and self-servicing to the end-users to enable chatbots and conversational AI. It then seeks to drive intelligence from this to make it more immersive for the end-users. Key features include:

- *Design workbench*: includes pre-defined templates and automation scripts to help automate and quickly rollout O365 services

- *Infosys apps catalog*: provides a repository of functional reusable applications, through a plug and play approach from exclusive Appstore

- *One-touch managed services*: offers a governance dashboard for usage monitoring and Office 365 tenant administration, service ticket automation, AI-assisted bots, knowledge management, and self-servicing. In addition, Infosys has O365 Migration Factory, a tool kit with the best of O365 migration processes and industry practices built in. It leverages automation of the complete migration execution

- *My Workspace*: Brings all capabilities together and integrates them to drive employee productivity and experience. It provides an intranet portal to deliver services through this channel, including a mobile application to enable end-users to engage and interact.

O365 fully managed services include:

- *Assessment and provisioning services*: include on-premise assessment for older software (such as Lotus Notes), procure and manage cloud subscription and billing, usage and adoption, employee experience (portal)

- *Implementation services*: migration services for on-premise to O365, including Exchange, SharePoint, Teams/Skype for Business, OneDrive, rollout and planning services

- *Run services*: L2/L3 support, automation toolset, technical advisory toolset

- *Portfolio services*: governance framework, dashboards & reporting for monitoring, O365 license management, training & enablement, program management, change management, and release and incident management. Also includes governance & security services, O365 app support, mobile app & device management services, and new services

- *Collab.Nxt*: enabling agile digital collaboration services to help clients move from legacy applications (e.g., SharePoint 2010 & 2013, and Lotus Notes), and custom applications, to Live Digital Workplace, including migration to O365, Power Platform and Agile Collaboration (OneDrive, Yammer, Teams, and chatbots)

- *Microsoft Teams*: Infosys sees a lot of traction for Teams currently across its client base.

Modern Workspaces

Infosys is still seeing traction in Win10 migration services and expects this to continue into 2021, and the focus is moving to Evergreen services (Windows as a Service). It also sees increased take-up of virtual cloud desktop, driven by Microsoft MVD offering. It is also partnering with Microsoft and Smarten Spaces to digitize the physical workplace (Smart Spaces).

Workplace Operations

Infosys sees clients looking for a strategic partner across end-to-end digital workplace services, providing an aaS model. In addition, helping clients to evolve continually, introduce new services, including moving SLAs to XLAs, and showing the overall impact on employee experience. The key principle of Infosys' workplace run services is 'to enable people to be more efficient, anytime, anywhere, and across any device seamlessly.' It is supported by Infosys'

Intelligent Automation and scalable offerings and tools for automation, compliance, service delivery, and process excellence.

Infosys seeks to ensure it provides a personalized managed services experience based on specific user personas (e.g., customer agent, technology, corporate/sales, and VIP). It looks to transform the complete managed services processes using the best in class tools available in the market, including IP (AssistEdge RPA, Infosys ESM Cafe, Nia, Intelligent IVR, Email Workbench, and Azure Bot Service). It aims to enhance the end-user experience through proactive monitoring and pre-emptive remediation. This is achieved through the utilization of tools, including Nanoheal, Aptean, and Systrack, to develop a comprehensive technology and support blueprint for business productivity services.

Financials

Infosys' CY 2019 revenues were $12.6bn. NelsonHall estimates that ~5% of this is associated with digital workplace services (~$630m).

NelsonHall estimates the geographical breakdown of Infosys' digital workplace services revenues in CY 2019 to be:

- North America: 50% (~$315m)

- EMEA: 40% (~$252m)

- Rest of World: 10% (~63m).

NelsonHall estimates the vertical industry breakdown of Infosys' digital workplace services revenues in CY 2019 to be:

- Retail and life science: 27% (~$170m)

- Manufacturing and high-tech: 26% (~$164m)

- Energy, utilities, and communications: 25% (~$157m)

- Banking, financial services, and insurance: 22% (~$139m).

Strengths

- Existing proprietary toolsets for migration and application packaging

- Investments in IP in support of digital workplace services, including Infosys Workplace Suite for O365 managed services, AssistEdge, Windows-as-a-service, Collab.nxt, and office-in-a-box (VDaaS) solutions

- Partnerships with academic institutions to seed skilled workforce

- Significant investment in the training of personnel in digital skills

- Automation factory approach for large deal transformation, enabling rapid innovation and development of use cases

- Enhancing consulting and advisory capabilities through the design thinking approach and utilization of digital acquisitions, labs, and innovation centers.

Challenges

- Significant reliance on the North American market

- Ramping digital workplace consulting capabilities

- Further accelerate cognitive and AI capabilities in support of digital workplace services.

Strategic Direction

Infosys is looking to grow its digital workplace services capabilities over the next 12-18 months through the following initiatives:

IP and accelerators

Infosys is continuing to invest in developing IP and accelerators, including:

- Infosys Workplace Suite in support of workplace collaboration services (including O365 fully managed services, Microsoft Power Platform, My Workspace, Collab.nxt platform, G-Suite and Teams capabilities)

- Modern Workspace: Windows as a Service, UEM, Windows Virtual Desktops/VDaaS

- Application readiness accelerators: application readiness workbench, iART

- Expanding chatbot capability through NLP and developing more complex use cases

- Expanding the Live Enterprise concept to digital workplace services

- Investment in AssistEdge RPA capabilities in support of digital workplace services

- Further investment in Enterprise Service Management Café plug and play solutions and investing in partner ecosystem in support of field services capabilities.

Expanding Microsoft and niche partnerships

- Driving deeper regional engagements with Microsoft leadership and account teams

- Expanding partnership for Microsoft Managed Desktop Service, and VDI on Azure (WVD)

- Investing in niche partnerships with Nanoheal (self-healing), Systrack (end-user experience monitoring), Nexthink (end-user experience analytics), Smarten Spaces (smart building management).

Investment in Expand Localization initiative in support of digital workplace services

- Enhancing consulting, advisory and design thinking capabilities through utilization of WONGDOODY and Brilliant Basics acquisitions to support workplace transformation initiatives

- Expanding digital studios and innovation hubs globally (to provide localized support), and investing in digital skills, and in partnerships with academia to better enable clients' digital workplace transformation roadmaps and initiatives.

Digital reskilling initiatives

Infosys is investing in digital skills training to enhance automation capabilities, with initiatives including:

- Utilizing Wingspan learning platform though the Live Enterprise suite for continuous learning, where it claims to have ~200k employees on the platform

- It is expanding partnerships with individual universities to curate curricula for Infosys employees in areas such as ML, autonomous technologies, blockchain, design thinking (the latter, e.g., at Rhode Island School of Design).

Outlook

Infosys is placing more focus on employee experience and has further evolved its services to drive the digitalization of the workplace environment and enabling clients to transition to a Live Enterprise. Infosys is now a strategic partner for many clients, providing full end-to-end digital workplace services from devices to collaboration and driving employee experience.

It is further leveraging its digital studios (WONGDOODY and Brilliant Basics), and innovation lab networks to drive co-creation, co-innovation, and design thinking collaborative engagements with clients. It will need to ramp its dedicated digital workplace consultants in support of these initiatives, and in driving clients' digital transformation roadmaps.

Within Workplace Collaboration Services, Infosys is investing in IP and accelerators in support of its Workplace Suite, including design workbench, to automate and roll out O365 services, application readiness accelerators. Additional IP includes Collab.nxt, where Infosys is digitalizing a client's internal collaboration site to become a more agile and digital organization. It also enables clients to maximize value from investments, including O365. Infosys is further evolving the platform to leverage workplace and organizational analytics to drive continual improvement within the client organization. It is also planning to drive more AI-enabled collaboration and engagement for their key applications. Another key area includes Microsoft Teams and how Infosys manages AI within the unified communication side, and also bringing more AI into how they manage the entire workplace on the UC side. Here, it is investing in partnerships and building accelerators.

Infosys also sees a lot of traction in the VDI market, where a lot is still on-premise for Microsoft WVD. Here, it is a strategic partner for Microsoft WVD and a preferred vendor in the WVD Customer Lighthouse program. It currently has ~10 clients at the project or POC stage for Microsoft WVD and is actively targeting further opportunities in partnership with Microsoft. Other key areas of focus for Infosys across Modern Workspaces include Windows as a Service, and office in a box (VDaaS).

We expect Infosys to expand its ecosystem partnerships in support of its smart spaces concept (recent example includes Smarten Spaces), and in additional ISVs and digital start-ups in support of the digital workplace, in particular in support of self-heal, auto-remediation and end-user experience monitoring and analytics.

We also expect Infosys to further develop its chatbot capability, with greater use of AI and cognitive, which is an area that Infosys will need to expedite. However, as part of Infosys' 'Navigate Your Next' strategy, it aims to improve productivity through AI and automation and the deployment of the Nia platform across all delivery, which will benefit digital workplace services.

Expect Infosys to further develop its ESM café offerings as it seeks to drive proactive self-serve capabilities further and expand the use of AI and vertical industry solutions. Infosys is also

focusing on better supporting field services through digital workplace capabilities, including ESM café and in developing its network of ecosystem partners across geographic regions.

Finally, we expect Infosys will continue to drive its digital reskilling program through the Live Enterprise (Wingspan), in particular across data science, to ensure it has required skillsets to evolve a client's digital workplace transformation continuously, and in the overall employee experience. It is likely to further invest in user experience capabilities and XLAs to drive business outcomes. It has established a Customer Success Office to support this and will need to expedite its capabilities in these areas.

Advanced Digital Workplace Services Market Summary

Buy-Side Dynamics

The key decision factors in selecting a vendor to deliver digital workplace services are:

- Providing end-users a greater choice of engagement and more personalized service support across the workplace through proactive and predictive (self-healing, RPA, intelligent automation, RPA), self -serve (portal access to knowledge articles, virtual agents and automated provisioning through a catalog-based approach), on-site (tech cafes, smart lockers and IT vending machines)

- Accelerating the adoption of cloud-based capabilities (i.e. Device as a Service, Win10 (Evergreen), O365, VDI, Workspace as a Service, Microsoft Teams, MMD and WVD, Cisco WebEx, Citrix Collaboration, Amazon WorkSpaces, and VMware Workspace One)

- Using gamification methods to drive adoption of digital workplace services

- Provision of XLAs (i.e. workplace experience across device, application and networks) and sentiment analysis to further enhance employee experience, and driving a human-centric approach across digital workplace services

- Expansion of virtual agent to HR (onboarding, offboarding, employee wellbeing), finance, and facilities management (smart buildings)

- Creating intelligent buildings (smart meeting rooms, smart reservations, wayfinding solutions, beacons and sensors); and using AR/VR and immersive technologies for remote support and field services

- Using proactive and predictive analytics to prevent incidents before they occur; monitoring devices, looking at trends in machine or ticket data, and using ML to identify recurring incidents, and deploying self-heal capabilities to auto-remediate

- Enabling business continuity plans (remote working capabilities), and flexibility in engagements (driven by COVID-19)

- Increasing cognitive capabilities in virtual agents to better understand end-user needs and integrate with business applications to provide automated knowledge and proactive remediation

- Ability to enact AI ops and AI-led service desk environment

- Flexibility in approach and cultural alignment of the vendor across the client organization

- Ability to provide industry-specific expertise across digital workplace services.

Market Size & Growth

The global digital workplace services market is estimated by NelsonHall as ~$38,258m in 2019. It is expected to grow at 4.8% CAGR to reach ~$48,309m by 2024.

Success Factors

The key success factors for digital workplace services vendors include:

- *Increasing sill-sets*: develop supporting skill-sets, including employee experience engineers, bot developers and trainers, automation consultants, and UX designers to support future digital workplace requirements; and use gamification methods to drive the adoption of training initiatives

- *Consulting and advisory services*: offer onshore consulting and advisory services, supported by digital workplace SMEs, providing a design thinking and collaborative approach to define the client's digital workplace transformation roadmap, and in support of future BC and ongoing remote working requirements (post COVID-19)

- *Modern management*: provide Windows as a Service (WaaS) Evergreen services to enable feature updates and new capabilities across Windows, Pro Plus, and O365 through modern management toolsets including Microsoft Autopilot, Intune, and VMware Workspace ONE

- *Intelligent collaboration*: provide digital collaboration solutions augmented with digital adoption services to maximise the efficient and effective use of cloud-based productivity suites including O365 and G-Suite to support new approaches to collaboration utilizing the latest technologies (i.e. Microsoft Teams, Yammer, Google Hangouts, etc.)

- *Increasing automation and AI*: enable zero-touch service desk and support through self-healing, self-service, and AI-chat, including the expansion of AI virtual agent use cases. Providing one-click resolution of common issues, and IVR-led automation capabilities (AI-enabled voice for automation). In addition, enacting event and incident automation to diagnose and remediate (self-heal) incidents through AI, cognitive bots, and proactive and predictive analytics

- *Defined XLAs*: create a defined set of XLAs (i.e. effectiveness of automation, and virtual agents, performance of apps & infra, technology adoption etc.), and dedicated teams to monitor the sentiments of end-users as they engage across XLAs and services. In addition, working with clients to create specific XLAs, and by persona, to improve employee experience and business outcomes

- *Focus on innovation*: expand digital transformation centers, innovation hubs and CoEs in support of Smart Office (IoT, AR/VR), cognitive virtual agents, AI, analytics and automation. Expand digital workplace services initiatives across the enterprise (e.g. HR). In addition, create dedicated experience centers to monitor XLA performance and end-user satisfaction across the workplace environment

- *Vertical-specific offerings*: create vertical-specific digital workplace offerings across healthcare (telemedicine, wearables for digital patient care), manufacturing (device monitoring and self-heal), utilities (mobile workforce management)

- *Expanding workplace IoT*: develop smart building concepts using wayfinding solutions to locate assets or colleagues, and facilities maps enabled through beacons and sensors, and interacting with AR, tech bars and smart lockers, and using analytics to manage office usage. In addition, deploying AR-enabled field services solutions, including smart glasses for remote guidance supported by central command teams, and computer vision-based issue identification and automation-based anomaly detection

- *Unified Endpoint Management*: bringing all endpoint management together in a single unified service, through cloud-based management toolsets including VMware Workspace ONE and Microsoft Intune; including the full lifecycle of all endpoints from on-boarding to retirement. Includes identity and access management, and advanced threat protection,

enabling a device-agnostic approach and, providing the security risk, governance and protection of IP.

Outlook

The future direction for digital workplace services will include:

- Development of proactive mass healing (L2/3) with super users resolving data corrections or data validation errors and site reliability engineers (SRE) approving solutions offered by self-healing systems

- Expansion of XLAs to enhance employee experience and drive business outcomes (overall split likely to be ~40% traditional SLAs vs ~60% XLA-driven agreements in next 12-24 months). Monitoring of employee experience and wellbeing will be key as remote working grows post COVID-19

- Acceleration of automation (i.e. using virtual agents for almost all L1 work, and most L2 work, and enabling autonomic fault recovery); and increased propensity to move to fully cloud-based digital workplace platform, which is further predicated by COVID-19 in the ongoing and future support of clients' business continuity and remote working requirements as more employees move to a homeworking model

- Vendors will expand proactive experience centers to analyze all data across the workplace environment and how it is aligning with XLA objectives; moving away from L1/2/3 mindset to a data-driven approach supported by dedicated skillsets (i.e. data scientists, AI, automation, experience reliability engineers) to focus on experience from 'hire to retire', and enabling the future delivery model

- Greater focus on the development of industry-specific personas to create solutions and use cases to fit specific industry requirements for digital workplace services

- Vendors will expand intelligent building and IoT workplace services concepts to adjacent industries

- Increasing the resolution capability of virtual agents with analytics integration (e.g. nexthink) to enact self-healing, and driving a deeper persona-based user experience. Greater use of preventive maintenance and predictive analytics in support of the workplace environment and real-time reaction to data analytics workload

- Vendors will increase joint GTM approaches with strategic ecosystem partners, and build dedicated business units (i.e. Microsoft, AWS, VMware, Google)

- Vendors will increase networks of innovation hubs and design studios to deliver collaboration sessions in close proximity to clients.

NEAT Methodology for Advanced Digital Workplace Services

NelsonHall's (vendor) Evaluation & Assessment Tool (NEAT) is a method by which strategic sourcing managers can evaluate outsourcing vendors and is part of NelsonHall's *Speed-to-Source* initiative. The NEAT tool sits at the front-end of the vendor screening process and consists of a two-axis model: assessing vendors against their 'ability to deliver immediate benefit' to buy-side organizations and their 'ability to meet client future requirements'. The latter axis is a pragmatic assessment of the vendor's ability to take clients on an innovation journey over the lifetime of their next contract.

The 'ability to deliver immediate benefit' assessment is based on the criteria shown in Exhibit 1, typically reflecting the current maturity of the vendor's offerings, delivery capability, benefits achievement on behalf of clients, and customer presence.

The 'ability to meet client future requirements' assessment is based on the criteria shown in Exhibit 2, and provides a measure of the extent to which the supplier is well-positioned to support the customer journey over the life of a contract. This includes criteria such as the level of partnership established with clients, the mechanisms in place to drive innovation, the level of investment in the service, and the financial stability of the vendor.

The vendors covered in NelsonHall NEAT projects are typically the leaders in their fields. However, within this context, the categorization of vendors within NelsonHall NEAT projects is as follows:

- **Leaders**: vendors that exhibit both a high capability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet future client requirements

- **High Achievers**: vendors that exhibit a high capability relative to their peers to deliver immediate benefit but have scope to enhance their ability to meet future client requirements

- **Innovators**: vendors that exhibit a high capability relative to their peers to meet future client requirements but have scope to enhance their ability to deliver immediate benefit

- **Major Players**: other significant vendors for this service type.

The scoring of the vendors is based on a combination of analyst assessment, principally around measurements of the ability to deliver immediate benefit; and feedback from interviewing of vendor clients, principally in support of measurements of levels of partnership and ability to meet future client requirements.

Note that, to ensure maximum value to buy-side users (typically strategic sourcing managers), vendor participation in NelsonHall NEAT evaluations is free of charge and all key vendors are invited to participate at the outset of the project.

Exhibit 1

'Ability to deliver immediate benefit': Assessment criteria

Assessment Category	Assessment Criteria
Offerings	Desktop and/or application virtualization capability
	Modern management and Evergreen services capabilities (inc. Win10 migration)
	XLA-based engagement capability
	Intelligent collaboration capability
	AI-enabled service desk and zero-touch support capability
	Managed Mobility Services (MDM/EMM/DaaS/UEM)
	Workplace security services
Delivery	DWS North America delivery capabilities
	DWS EMEA delivery capabilities
	DWS APAC delivery capabilities
	DWS LatAm delivery capabilities
	Dedicated resources for build capabilities
	Dedicated resources for run capabilities including CoEs
	Ability to provide proactive self-serve and self-healing capabilities
	Ability to automate service desk using RPA, Cognitive & AI
	Ability to deploy analytics to improve end-user insights and overall end-user experience
	Access to digital startups and ISV's for digital workplace services
Client Presence	Scale of Ops - Overall
	Scale of Ops - NA
	Scale of Ops - EMEA
	Scale of Ops - APAC
	Scale of Ops -LatAm
	Number of clients overall for Digital Workplace Services
Benefits Achieved	Level of cost savings achieved
	Reduced number of service tickets
	Improved speed problem resolution
	Increased end-user/business satisfaction
	Pricing approach

Exhibit 2

'Ability to meet client future requirements': Assessment criteria

Assessment Category	Assessment Criteria
Overall Future Commitment to Advanced DWS	Financial rating Commitment to next generation DWS Commitment to innovation in digital workplace services
Investments in Advanced DWS	Investment in IP and platforms, including cognitive and AI in support of DWS Investment in support of desktop/apps virtualization Investment in support of modern management (inc. Evergreen and Win10 migration) Investment in support of XLA-based engagements Investment in support of intelligent collaboration Investment in support of AI-enabled service desk Investment in support of Managed Mobility Services (MDM/EMM/DaaS/UEM)
Ability to Partner and Evolve Services	Key partner Ability to evolve services

For more information on other NelsonHall NEAT evaluations, please contact the NelsonHall relationship manager listed below.

Sales Enquiries

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NelsonHall will be pleased to discuss how we can bring benefit to your organization. You can contact us via the following relationship manager:

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