



Infosys' Vision: Enabling Client Transformation to a Live Enterprise, Using Oracle Technologies

A Custom Paper for Infosys



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1. Infosys Introduces *Live Enterprise* to Guide Clients in Digital Transformation

A. Infosys' *Live Enterprise* Vision

Less than a year ago, Infosys developed its *Live Enterprise* vision, which is to help clients become more connected organizations, have greater visibility of their operations across units, identify changing conditions more quickly than in the past, and make better-informed decisions.

Infosys' *Live Enterprise* envisions a continuously evolving and learning organization and relies on the observation that most of its large clients have sophisticated IT systems that are imperfectly connected and work in silos. Infosys, therefore, wants to help clients simplify their IT, relying on digital and cloud technologies.

Infosys has positioned *Live Enterprise* in the context of digital, with its digital centers (called *Living Labs*) conducting work from ideation workshops to use case identification, business case development and prototyping. Under *Live Enterprise*, Infosys carries out work leveraging agile development methodologies, relying on iterations and prioritizing work through identifying use cases.

Infosys wants to go beyond traditional approaches to digital projects and has structured its *Live Enterprise* approach around a high-level architecture and roadmap. The method starts at the IT infrastructure level through adoption of several tools or offerings, including hybrid cloud orchestration (which Infosys calls 'polycloud') and governance, deployment of analytics and AI to help decision-making, up to process automation (e.g. hire-to-retire, procure-to-pay).

B. Infosys Deploys *Live Enterprise* Internally

To demonstrate that *Live Enterprise* is more than just a concept, Infosys has started to implement it internally. The company also highlights that, with its \$11.8bn in revenues in FY19, it has itself become a large firm with its own need for digital transformation.

The company initially focused on employee-related use cases, onboarding of recruits, and training. The selection of these use cases needs to be put in the context of Infosys being a service firm, with recruitment and re-skilling as crucial functions for a firm with 230k employees globally, with 20k in net recruits over the last twelve months.

Infosys took a stepped approach. An example of work conducted by Infosys includes digitizing its recruitment process, reducing paper consumption by 300k pages annually, and consolidating its number of employee mobile apps from ~100 to three main ones, reducing its IT maintenance and enhancement requirements, while increasing its usage by employees.

Also, Infosys is finding that going mobile-first for its HR-related applications is helping to reduce administrative tasks at work and increasing usage of learning, with 200k users registered and spending an average of 40 minutes' education daily on its next-gen learning platform, Infosys Lex.

Infosys is now looking to deploy new use cases as part of its *Live Enterprise* drive, targeting employee productivity.

2. Infosys' Oracle Practice Accelerates Alignment to Next-Gen Technologies

Infosys has a large Oracle practice servicing clients across industries including manufacturing, high-tech, retail, CPG and logistics, financial services, insurance, energy and utilities. The company refreshes its Oracle service portfolio on an ongoing basis, addressing offerings in most demand by clients for their digital transformation needs. The company has been focusing on new Oracle products, and in particular Oracle Cloud, including Cloud Applications, Cloud Middleware, and the IaaS offering.

The company has several Oracle Cloud CoEs, including CX, HCM, supply chain, ERP, EPM and analytics, logistics, IoT, IaaS, PaaS and blockchain. In parallel, Infosys has accelerated its re-skilling effort with approximately 2,500 Oracle certifications for SaaS, PaaS, and IaaS. Alongside this effort, approximately 90% of its workforce has been trained on design thinking.

Infosys has also structured its service portfolio across core services, new technologies, and emerging offerings.

In its core services, Infosys is emphasizing service industrialization to address the commoditization of services, while investing in horizontal and vertical solutions to differentiate its capabilities. Core services still represent two-thirds of Infosys' Oracle projects, and investing in this portfolio remains a priority for the firm.

Alongside core services, Infosys is also ramping up its expertise and IP around new Oracle offerings, e.g. Oracle Cloud, AI and automation, blockchain and IoT. Infosys is investing in advisory services, is expanding its Oracle Cloud portfolio, and (in the context of IoT) focusing on predictive analytics.

Finally, Infosys is also preparing for the future, working around emerging technologies such as AR/VR, nanobots, robotics, and working with clients through joint IP investments.

3. Bringing the Principles of *Live Enterprise* to Oracle Projects

While Infosys constantly refreshes its Oracle service portfolio, the company has applied the principles of Live Enterprise to help clients that have invested in Oracle technologies to accelerate their digital transformation program.

A key element of this Oracle services transition has been its *Transform* initiative, which encompasses:

- “Transform with Technology”, with Infosys relying on its preconfigured solutions, methodologies and cloud migration capabilities
- “Transform with Talent”, with a focus on employee reskilling, notably through its learning platform Lex, its partnerships with universities, and its Infosys Experience Design Studios (for design thinking)
- “Transform with Assurance”, based on Infosys' Oracle Cloud Elite Partner, providing insights about Oracle's product roadmap and access to technologies.

Relying on Transform, Infosys has structured its Oracle capabilities around four elements:

- Business value
- Technology value
- Cost optimization
- Talent strategy.

A. Business Value

A cornerstone of Infosys' Oracle approach is its *business value*, which essentially is a consulting approach to Oracle projects.

Business value has several elements: it helps to assess the digital maturity of clients, plan their journey to Oracle Cloud, identify use cases relying on its repository of vertical uses cases, and size business cases, taking a UX approach through customer journey mapping.

The method relies on Infosys' Living Labs for its rapid experimentation and prototyping needs and for getting access to specialized technologies such as blockchain, extended reality, cognitive, and design thinking.

Infosys also provides advisory services related to assessing the client's digital maturity, its cloud strategy, and architecture.

Also, Infosys has created several specific point solution frameworks such as M&A and divestiture frameworks.

B. Technology Value

Technology value relies on the traditional IT capabilities of Infosys, with an emphasis on digital and Oracle Cloud.

Technology value starts where business value ended, at the prototyping level and in using Infosys' Oracle-related reference architectures. Then, Infosys has several specific offerings, depending on the client's situation, such as:

- Migration to the cloud
- Configuration of Oracle Cloud, including applications (SaaS), middleware and database (PaaS), and IaaS.

Infosys relies on various IP to accelerate the deployment of the Oracle solution. Such IP includes its ACT methodology and several horizontal and industry solutions. Infosys has positioned these solutions to complement the capabilities of Oracle Cloud applications, while Oracle builds more comprehensive Cloud applications over time. These solutions are officially part of Oracle's ecosystem and available on the Oracle Cloud Marketplace.

Examples of horizontal solutions are:

- Contingent worker solution that provides functionality around rate cards, time and attendance
- Finance transformation, including IFRS as a service, or e-invoicing
- CX and partner transformation, including sales and CPQ.

Examples of vertical solutions include:

- For the higher education industry: sourcing of candidates to admissions, including planning and budgeting
- For the engineering, procurement, and construction (EPC) industry
- For the high-tech industry: high-tech goods distribution, including sales, finance, supply chain, and logistics
- For the automotive industry: auto distribution.

C. Cost Optimization

As part of Transform, Infosys is taking a more segmented approach to cost. The company is looking to expand from T&M and fixed price pricing models to offer different price points to clients.

An essential element of this approach is through managed services and multi-year contracts. Infosys offers business process services contracts that bundle software subscriptions, IT services, and business process services, focusing on activities that clients do not consider as core and that can be outsourced.

Alternatively, still as part of its managed services approach, Infosys offers a shared service center delivery model (based on non-client-dedicated personnel) to cater for clients' application maintenance, support and enhancement needs. The approach is popular for clients working in non-regulated industries such as those outside the BFSI, healthcare and life science sectors.

D. Talent Strategy

Infosys' cost optimization value proposition goes hand-in-hand with its *talent strategy*.

Across its Oracle team, Infosys has been increasing its share of local personnel, replacing offshore staff with onshore staff. Local personnel work mostly onsite, or from nearshore centers (*Innovation Hubs*). Infosys has created several Oracle service centers, in Raleigh, NC, Palo Alto, CA, Indianapolis, IN, and Hartford, CT in the U.S. along with an Experience Design & Innovation Studio in Shoreditch, London.

The local delivery strategy has several benefits: Infosys is driving client intimacy by bringing delivery personnel with the same culture as the client. The company is also mitigating, to some extent, geopolitical risks. Infosys' local sourcing strategy has an element of digital and cloud, with its Oracle practice recruiting Oracle Cloud experts locally, complementing its teams in India.

Another essential element of Infosys' Oracle HR strategy is skill enhancement, relying on several tools, including its Lex learning platform, for providing 60 Oracle courses as well as through third parties. Infosys continues to invest in Lex and drive its usage on mobile apps to make it pervasive within and outside of office hours.

4. *Live Enterprise* is a Catalyst for Digital and Cloud Projects

NelsonHall is finding that *Live Enterprise* is a catalyst for digital and cloud projects. It further structures Infosys' capabilities around digital and cloud, and systematically addresses how projects are led. *Live Enterprise*, in the context of Oracle services, finds its value in complementing earlier initiatives that the company had taken: creating IP formalizes the expertise of its personnel into repeatable assets, complementing the functionality of Oracle Cloud applications, focusing on point solutions such as migration to the cloud. With this in mind, *Live Enterprise* is a further step for Infosys in constructing a comprehensive and solid offering.

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