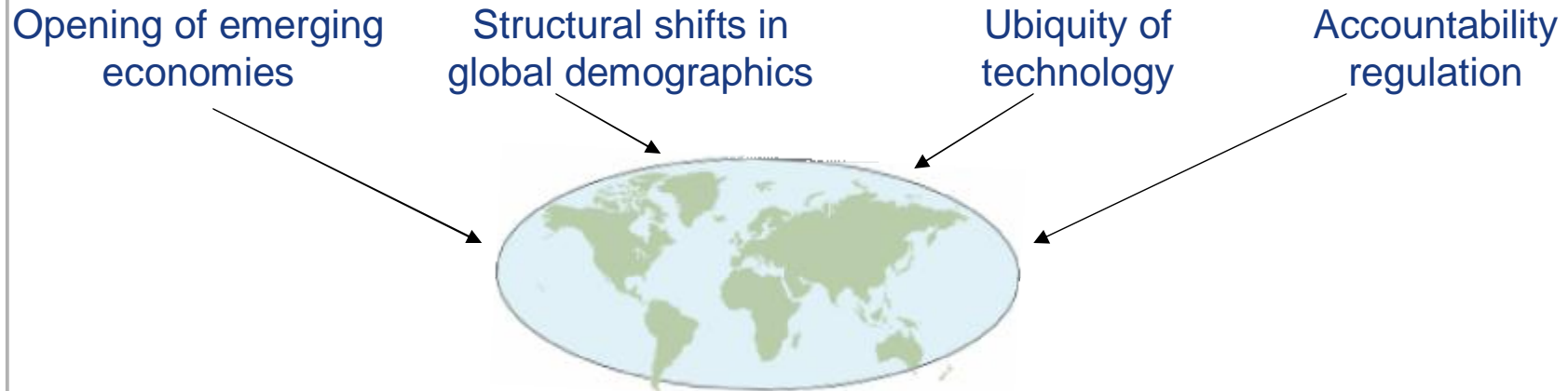**Infosys** ® | **Win in the flat world**

Co-Creating the Future with Infosys

Balaji Yellavalli
Associate Vice President
Infosys Technologies

Plano, TX

The World is Flattening…

Several forces began to level the playing field

Opening of emerging economies   Structural shifts in global demographics   Ubiquity of technology   Accountability regulation

To compete in the flattening world…

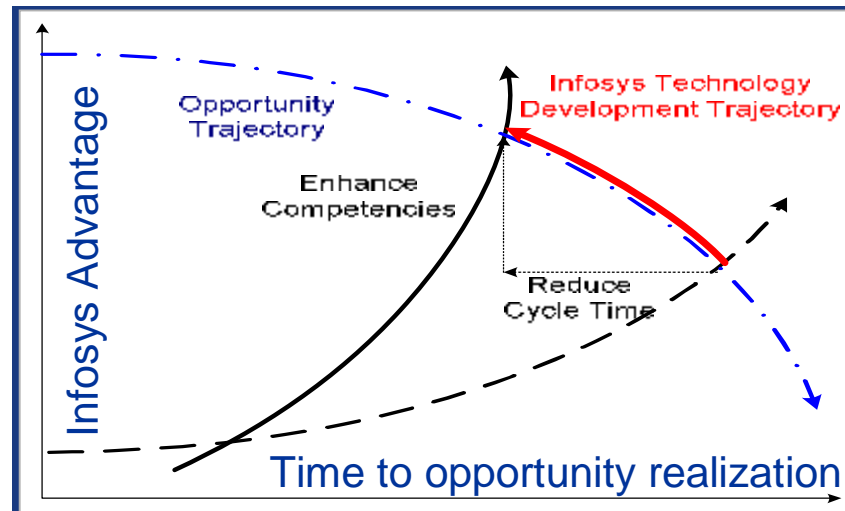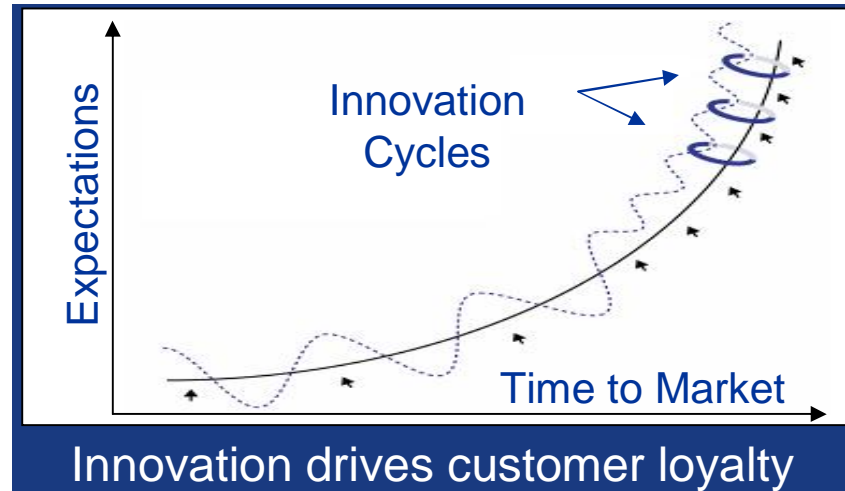| Shift From	Shift To
Loyalty through good service	Loyalty through faster innovation
Spending money on information	Making money from information
Dreading the "China Price"	Being the "China Price"
Winning in the straightway	Winning in the turns

The Imperative to Accelerate Innovation

- **State-of-art practices indicate**
  - Innovation time to market is reducing
  - Innovation boundaries now go beyond the firm
  - Customers want to participate in the value creation process
  - Technology provides a common collaborative platform

Innovation drives customer loyalty

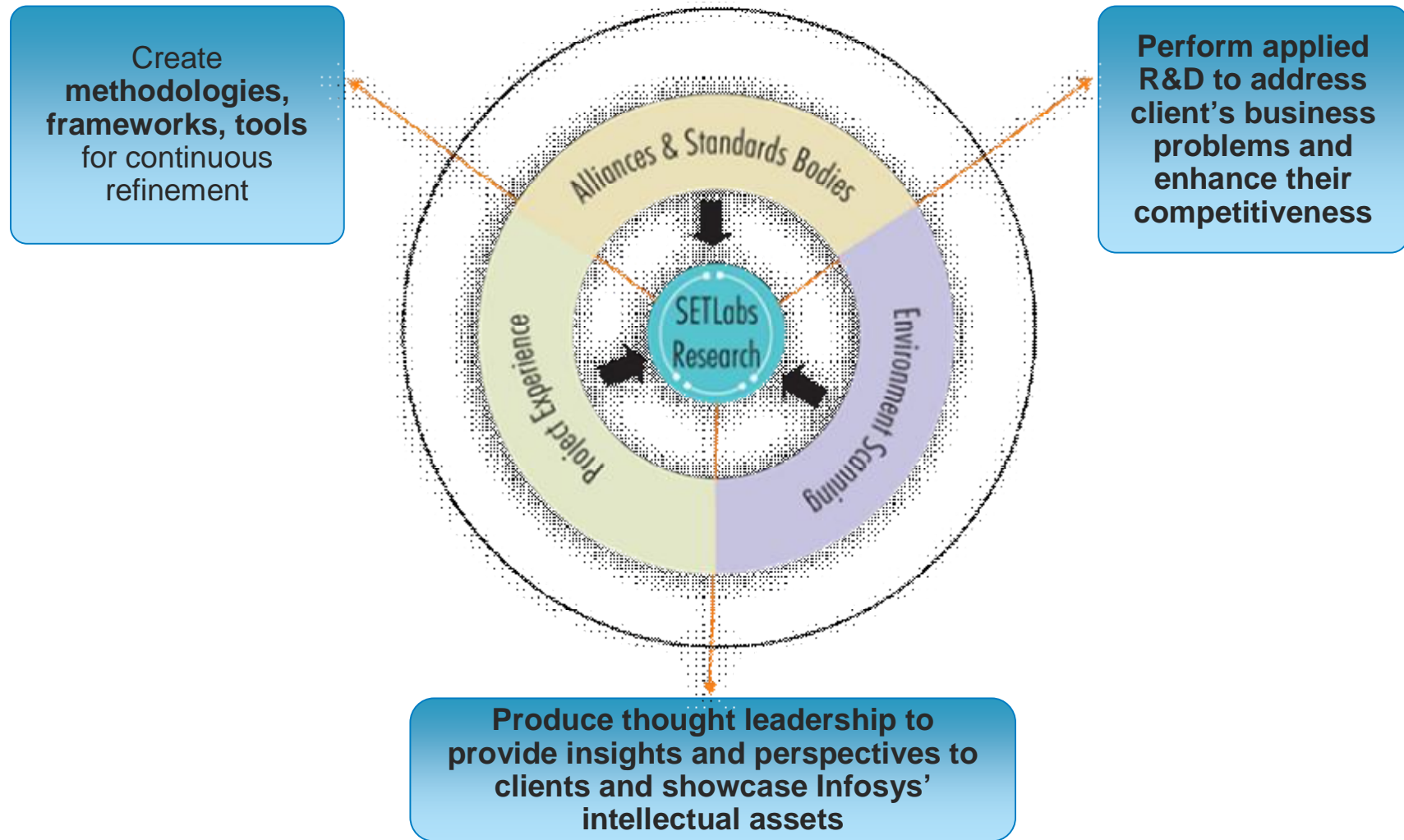- **Infosys enables faster innovation**
  - Experience Co-Creation: A paradigm change
  - Leveraging analytics: Creating knowledge engineering ecosystem
  - Agile IT: Creating next generation tech platforms
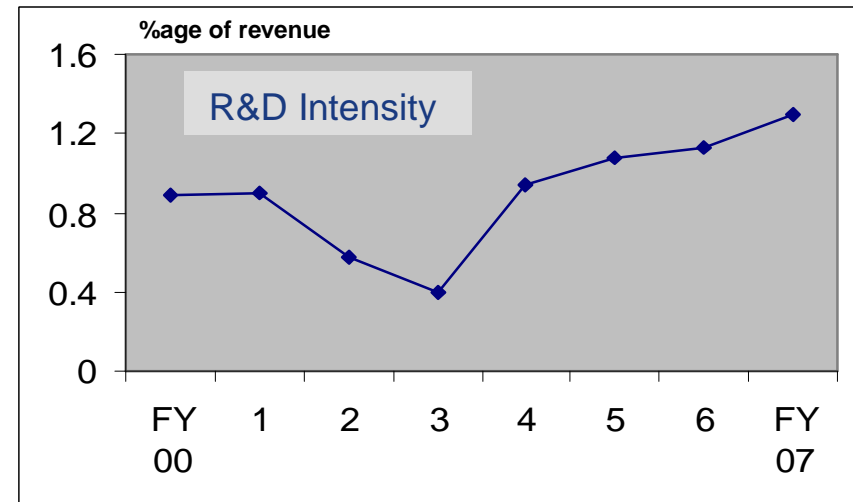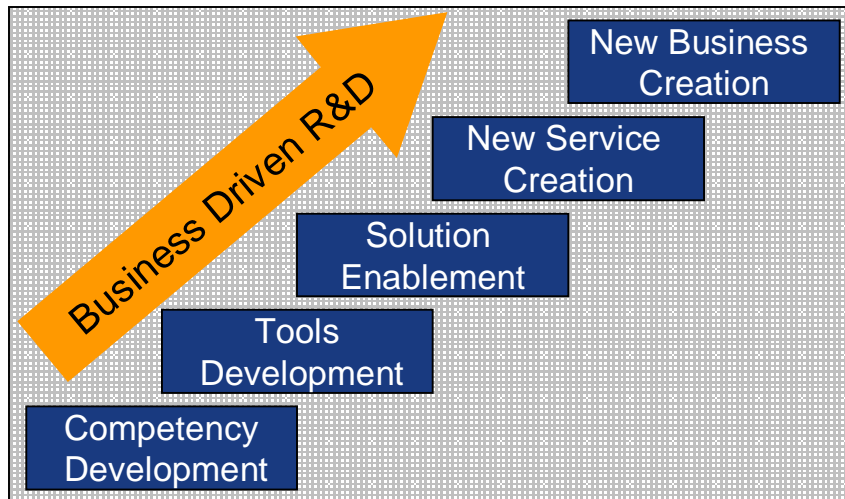 - Dedicated product engineering services group

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Infosys Innovation Philosophy

Strategy

- Corporate Strategy
- Business Unit Strategy
- R&D & Technology Strategy

Collaborative Initiatives

- Organizational Initiatives (Org Structure, Rewards & Recognition etc)
- New Business Initiatives (>100 M $ idea incubation, Solution Development)
- Internal Tools & Systems (Idea Management, Project Management etc)
- Competency Development (Certification & Training)
- Technology Development (Next Generation & Open Innovation Platforms)
- Co-Creation Workshops (Workouts with Clients, ITL Series, iJams)

Performance

- Customer Satisfaction
- Enhanced Delivery (Quality, Cycle Time)
- Robust Engineering (Architecture)
- Predictive Profitability

Infosys R& D - Fueling Innovation

Create **methodologies, frameworks, tools** for continuous refinement

Perform applied R&D to address client's business problems and enhance their competitiveness

Alliances & Standards Bodies

Project Experience

Environment Scanning

SETLabs Research

Produce thought leadership to provide insights and perspectives to clients and showcase Infosys' intellectual assets

Evolution of Infosys R&D

Business Driven R&D

New Business Creation

New Service Creation

Solution Enablement

Tools Development

Competency Development

%age of revenue

R&D Intensity

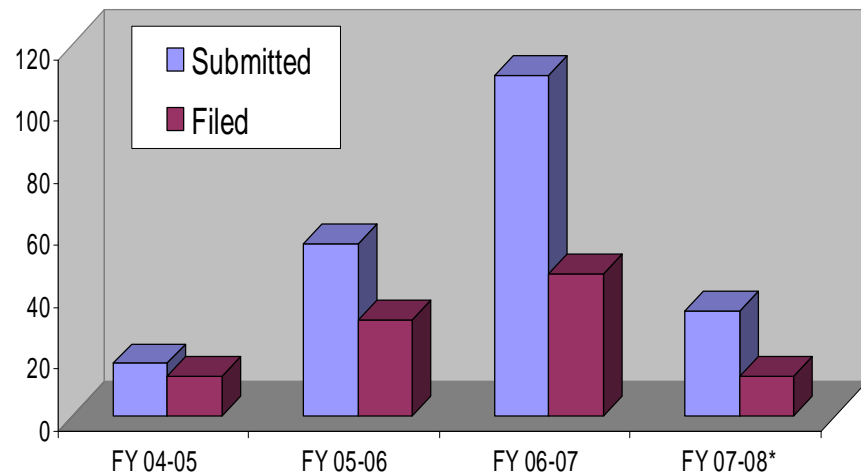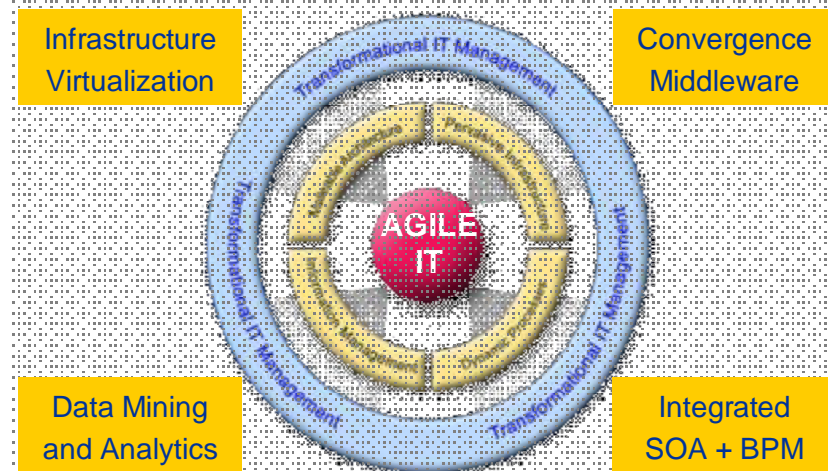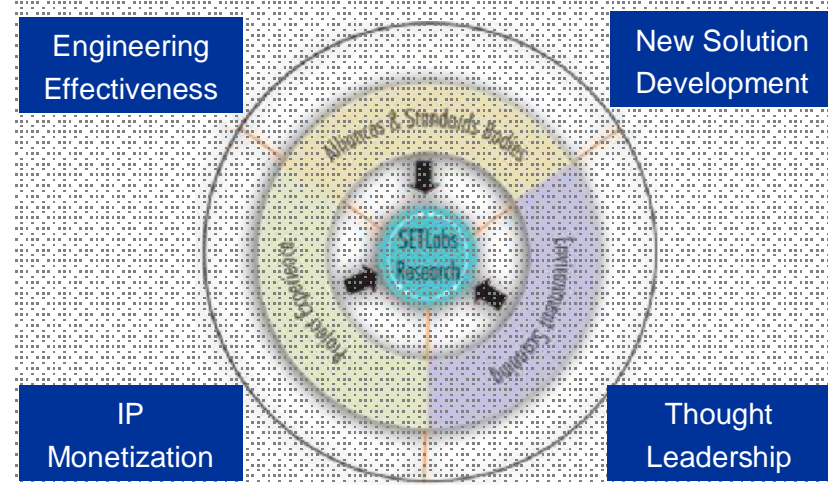|		
1.6		
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0		

FY 00   1   2   3   4   5   6   FY 07

Active goals around

- Creating tools, frameworks, methodologies for enhanced engineering effectiveness
- Developing and enabling business solutions by leveraging emerging technologies
- Thought leadership & IP development (publications, patents etc)
- Commercialization and monetization

Submitted
Filed

120			
100			
80			
60			
40			
20			
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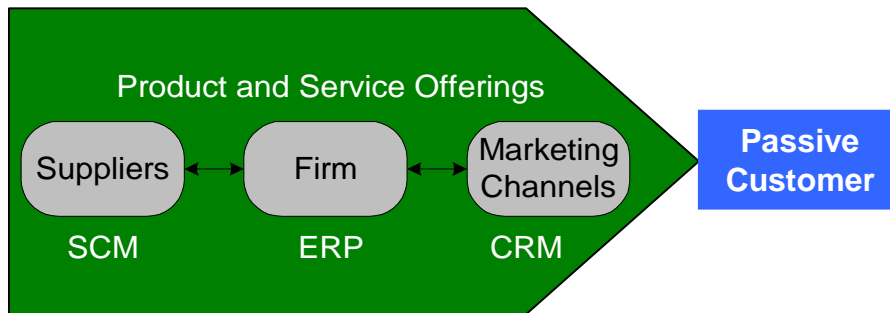FY 04-05   FY 05-06   FY 06-07   FY 07-08*

Agile IT Vision

- **Dynamic processes**
  Flexibility in analysis and re-design of business processes

- **Malleable Architecture**
  Building interoperability in the changing technology and business landscape

- **Personalized Information Management**
  Providing unified corporate-wide information personalized to individual stakeholder needs

- **Pervasive Infrastructure**
  Engaging mobility, wireless connectivity, context awareness, smart spaces, and natural interfaces for human-device interaction

- **Transformational IT Management**
  Cost-effective adaptability to change focus to ecosystem value maximization

Engineering Effectiveness

New Solution Development

IP Monetization

Thought Leadership

Infrastructure Virtualization

Convergence Middleware

AGILE IT

Data Mining and Analytics

Integrated SOA + BPM

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Experience Co-creation

Traditional Innovation Process

Product and Service Offerings

Suppliers — Firm — Marketing Channels

SCM — ERP — CRM

Passive Customer

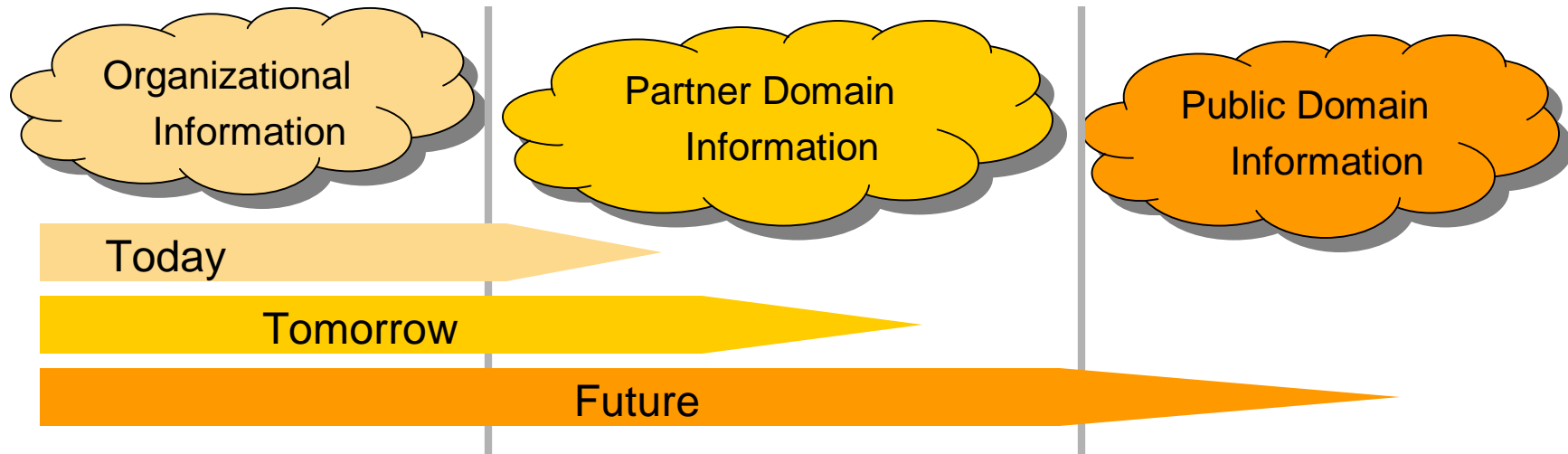**Experience Co-Creation Process**

Communities of Individual customers

Network of nodal firms

- New paradigm aims to proactively create competencies around active and networked co-creators

- The co-creation process aims to create unique experience environments using the DART principles:
    - Dialog
    - Access
    - Risk Management
    - Transparency

- Technology is then employed to enable linkages within and across experience environments

- Management processes are identified to sustain and govern quality of co-creation experiences

Leveraging Analytics: Creating a Knowledge Engineering Ecosystem

Organizational Information

Partner Domain Information

Public Domain Information

Today

Tomorrow

Future

- 80% of information is unstructured and needs to be integrated with structured information for Product planning, Customer management, Market intelligence

- Context is King – Automatic mining algorithms will retain diverse data contexts

- Public monitoring of web logs, message boards etc for early warning systems

- Wireless sensor networks will bridge the IT enabled enterprise and the physical enterprise

In Summary…

- Innovation is the only means to sustain customer loyalty in a flattening world

- Acceleration of innovation is an imperative that organizations should address through well defined frameworks

- R&D should be "business driven" and aligned to customer needs, so as to aid quick monetization

- Agile IT platforms, Customer co-creation processes as well as Intelligent analytics are enablers for sustaining innovation within an organization

Infosys Win in the flat world

Thank You