

IT Consulting and Software Services by Outsourcing Makes a Company World Leader- A Case Study of Infosys Ltd.

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ABSTRACT

Infosys Limited is an Indian multinational IT company, located its headquarters in Bengaluru, Karnataka, and established in the year 1981, which offers information technology, Business consulting and outsourcing services. It was founded by seven engineers with an investment of 250 dollars in India. In 2018-19, Infosys secured fifth rank Globally for IT services. Its brand value increased by 8% to \$6.5 billion. N. R. Narayanamurthy(CEO) was leading the company since its establishment till 2014, for 21 years. Its market cap amounted to 46.52 billion dollars on March 29, 2019. In 2019, it has 228,123 employees working at different roles and campus, all over the world. Infosys offers development of software, repairs, and autonomous support services to economics, insurance, production, and businesses. Infosys planned to reduce the amount of work done on site by their manpower travelling visas in the United States by shipping more work overseas. By this way, Infosys aims to protect and improve margin benefits. The charges for onsite projects are 3-4 times more than those delivered out of India. Infosys has nearly 25% work performed onsite and remaining from India. Forrester research has used Forrester wave methodology to classify Infosys as a leader in easy offshore capacities. The study also reviewed that Infosys, using a low-cost GDM or offshore delivery model, is the biggest of the six in terms of income for application-related services. This case study focused on various goals— business vs. operational metrics, profit vs. saving cost, and decreased service needs vs. better customer service. This Case study also helps to explore the strategies and advantages of providing IT services in terms of economic development and client demand.

Keywords: Infosys Limited, Forrester Wave Methodology, software services, outsourcing, IT services.

1. INTRODUCTION :

Infosys is a well-known multinational consulting and Information Technology Services Company founded in the year 1981. The firm mentioned in NASDAQ was constructed by N.R. Narayana murthy and six engineers with an initial investment of US\$ 250 [1]. It provides good market strategy to receive a US\$ 4.8 billion organization with market takings of around 33 billion United States dollars. Infosys has spread its corporation worldwide by working in 28 countries, including America, the Middle East, Europe, Asia-Pacific, China and Africa. Infosys offers a variety of services to improve and expand their growth in a competitive environment. Infosys clubs on-site high-quality consulting on business with off-site perfect execution of technology. This will finally set the cost to the client site on business. Application services enable the development, maintenance and modernisation of apps. Those services focus on offering best-quality apps, with less or easy maintenance. Services provided by Infosys BPO combines technology with knowledge of domain to produce processes on outsourcing. Infosys provides services to a wide spectrum of industries,

including business functions, including finance, human resource management, data technology and other outsourcing domains [2]. This case study examines the problem of "performance measurement" with outsourcing with following goals: (1) to determine how Infosys benchmarks the inner performance of prospective providers ; (2) to determine how the service organization assesses the expenses of the outsourcing decision ; (3) to develop efficient performance policies to assess the outsourcing decision [2].

This case study has 19 sections. Section 1 gives a brief introduction of the company and offered services. Section 2 gives the vision and mission of the company. Section 3 explores the background of the case study. It also tells about the objective of the case study. Section 4 gives the milestones of the company. Section 5 describes the strategies used to introduce, develop and to market the products and its services. Section 6 introduces varieties of services at different areas offered by Infosys. Section 7 lists important products and platforms of the company with their domain and verticals. Infosys subsidiaries are tabulated in section 8. It also lists details of subsidiaries with services offered by them. Section 9 tabulates Infosys annual revenue history and growth rate, for the financial year from 2015 to 2019. Also graph of income and profit of Infosys is shown. Section 10 explains the major rivals of Infosys. This section has shown the competitions with major 10 companies and their positions. Section 11 discusses on the companies acquired by Infosys, its cost, and services offered by them. In section 12, major clients of the company are introduced. Green initiatives taken by the company and measures taken are explored in section 13. Stakeholders are discussed in the next section no.14. Corporate structure of Infosys is in the form of organization chart is displayed in the section 15. Next strength, weakness, opportunities and challenges faced by the Company are explained in the section 16. Finally, conclusion and further enhancement of the case study are written in sections 17 and 18 respectively.

2. VISION AND MISSION :

Infosys aims to provide best business solution by having efficient, best-in-class employees to become a standard corporation[3]. Infosys maintains their clients, employees and society with true care, sincerity and consideration to achieve their goals [3].

3. BACKGROUND :

Infosys focuses on customer-oriented business models to create new opportunities with digital advances for businesses [4]. This new digital architecture drives results across five fields – Expertise, Insight, Innovation, Acceleration, and Assurance. New solutions and services in business are helping to speed up innovation, boost productivity, reduce costs and optimize the use of assets[5]. The aim of this case study is to know the decision-making process used by Infosys Ltd companies to outsource their IT operations [6]. Outsourcing means providing an external provider with the business activity. A long-term, periodic relationship, where the supplier is liable for the full outcomes of outsourcing activities is called outsourcing. We see companies that have used outsourcing for their development, cost reduction, risk diversification or quality improvement[7-10]. There are only a few effective instances of off shoring, which has brought cost savings, innovation, quality improvement or other advantages, and these are mostly among big, globally engaged companies[11]. Outsourcing should be seen as an instrument that enables the company to focus on its key business. Based on the current growth in outsourcing (and also off shoring), backed by globalization, deregulation, the development of IT and communication techniques, advance education with specialization, we look forward to outsourcing to grow more height.[7-13].

4. SUCCESS SAGA :

The following table 1 lists the milestones of Infosys since 1981 to 2019.

Table1: Success saga of Infosys[14]

Year	Milestone
1981	Year of establishment
1992	Transformed into a Public Limited Company in India
1993	Received certification of ISO9001/TickIT

1997	Achieved SEI-CMM Level 4
1999	<ul style="list-style-type: none"> • Mentioned in stock market NASDAQ • Reached Annual revenues of \$100 Million • Achieved SEI-CMM Level5
2001	Reached revenues of 400 million dollars.
2002	Revenues succeeded to cross500million
2004	Succeeded to cross \$ billion in revenues
2006	Succeeded to cross \$ 2 billion in revenues
2007	<ul style="list-style-type: none"> • Reached 3 billion US dollars revenue. Employees count was more than 70,000 • Reported revenue of over 1billion dollars in the second quarter.
2008	<ul style="list-style-type: none"> • Succeeded to receive 4.18 billion dollars revenue. • More than 1 billion dollars was the Annual net profit.
2009	<ul style="list-style-type: none"> • The Global Dow considered company as a member. • Employee power reached more than 1,00,000.
2010	Obtained 5 billion dollars revenue
2011	Obtained 6 billion dollars revenue, and employee count reached 1,25,000.
2012	Made an entry on the NYSE market.
2016	Reached revenues of US\$10 billion.
2018	Successfully maintained 25 years on Indian Stock exchanges listing.
2019	Infosys BPM was honoured with Best CSR Practice Award

5. STRATEGIES :

Infosys implements the three-in- a-box strategy that allocates the energy, time and resources of the organization in a balanced manner. Box 1 represents the current business to continue to run, box2 represents the past-to forget the reasons for successful growth, and box 3 represents the future-to create the new innovative model. Rich businesses implement this structure to address all practical dilemmas of how to balance an organization's critical state with conflicting innovation requirements [15-16].Infosys' aims at the skill development of employees more and more [17-18]. Infosys strongly trusts that the major factor that helps them achieve development is their client-focused approach. Their strategy focuses on a limited number of reputable big organisations paying attention to product quality rather than concentrating on countless tiny organisations without concern for quality. Their strategy focuses on creating a picture rather than cost-differentiating model for quality driven model. It offers value-added alternatives to its new customers by providing deep industry knowledge. The company concentrates on emerging technologies and innovations. In recent years, they have added new services, like infrastructure management and, system integration which have increased the success of the company.

Infosys focuses on gaining the price benefit of their global delivery model [3]. Infosys has its vision on Modular Global Sourcing i.e., an evolutionary outsourcing approach, which enables an enterprise to implement best-of-breed sourcing approaches by structuring business processes and IT systems into individual modules. The main principles for Modular Global Sourcing include, taking an enterprise-wide perspective of aligning the sourcing objectives with the business strategy. The new idea of global outsourcing strategy will focus on what and when to consider outsourcing and also knows the managing skills to deliver the services globally throughout the value chain.

With agile digital technology, business is empowered. Learning here remains to drive ongoing development by creating creative solutions ' digital abilities, knowledge and thoughts [19]. APIs for every business strategy used Ambient Intelligence and Intention Economy to build a collection of frameworks and business APIs. For example, mobile user APIs, APIs to provide basic price, product and order status data, digital payment wallet APIs, etc [20]. Infosys provides support across all sourcing and procurement management needs—from strategy formulation to BPM services and technology—providing comprehensive services. I.e. Infosys specialists outline the difficulties faced by procurement analytics and the holistic strategy required to resolve them. Fortunately, the combination

of state-of - the-art visualization and artificial intelligence technology, coupled with models of 'as a service', can finally provide the insights needed for real business value. Procurement solutions are designed to provide access to sophisticated AI-based skills, allowing quicker decision-making [2].

6. INFOSYS SERVICES :

Industries: Business solutions and service from Infosys assistance speed creativity, productivity, cost reduction and efficient use of assets. Some services are provided, such as Aerospace and Defence, Automotive, Banking and Capital Market, Education, Healthcare, Energy, Insurance, Logistics, Publishing, Utilities etc [21].

IT Services: With specialists, Infosys provides customers with a range of IT services [21].

Engineering Services: The services cover the entire engineering value chain spanning the sector's various verticals. Product engineering, lifecycle management, plant solutions and production processes. In the field of cloud apps and facilities, cyber safety, sophisticated analysis and information science, IOT services and the development of new digital experiences with end-users the company launched innovative services.

Consulting Services: The consulting services make further competitive and more capable of managing worldwide business core process excellence, IT strategies, learning & complex change, next-generation trade, product innovation etc [21-22].

BPO Services: To offer outsourcing of process, Infosys BPO combines domain knowledge, process abilities and technology. All the business processes are offered with outsourcing [21-22].

7. PRODUCTS AND PLATFORMS :

Table 2: Important product and platform provided by company[21][23].

Products & Platform	Domain	Verticals
EdgeVerveSystemss	RPA platform/ Automation tools	BFSI (Banking and Financial Services), Retail & CPG (Consumer Packaged Goods), Life-science, Manufacturing, communications
Finaclee	Core banking solutions	BFSI ((Banking and Financial Services)
InfosysaNIA	Automation &&AL Platform	All
Panayaa	Test management &&Test automation solution	All
Skavaa	Digital Commerce Platform	Retails
Wingspan	Corporate Learning Solutions	All
Flypp	Mobile Application Platform	Business and customer service
Infosys mConnect	enterprise middleware	Mobile Services for websites and ecommerce Platforms.
Infosys iProver	Product for Webs Accessibility Assessment & Remediation	Web accessibility by disabled (physically challenged) users
Infosys iEngage	Employee Engagement platform	Customer service on social networks(online services)
iTransform	Product Suite	Business and healthcare organizations
Infosys Unified Communications and Collaboration (UC)	Retail industry solution	Retail Industry Communications

8. INFOSYS SUBSIDIARIES :

(1) EdgeVerve Systems Limited: EdgeVerve Systems, Infosys' fully-owned subsidiary, creates and provides new software goods on-site or as cloud-hosted business platforms. Its headquarters are situated in Bengaluru, Electronic City. EdgeVerve is looking forward to announcing the 18.0 AssistEdge RPA. It offers services like banking, interactive business, distributive trade, credit service, enterprise purchasing service. It provides a universal solution used for banking, Finacle. 547 million clients of financial organization across 84 countries are choosing it [24].

(2) Infosys BPM Limited: It is an outsourcing business process subsidiary. Infosys BPM provide its customers with transformative advantages through cost reduction, continuing productivity improvements, and process reengineering. It offers services on Human Resource, Finance & Accounting, Sales and Fulfilment, Sourcing and Procurement, BPM Analytics, and Robotic Process Automation using outsourcing [9]. As of June 2019, Infosys BPM operates in India and 16 countries with 32 delivery centers across 5 continents [24]. It provides job for 38,886 people from more than 100 nations.

(3) Infosys Consulting services: It was established in 2004. Infosys Consulting is a worldwide consultant to lead businesses in strategizing, process engineering and managing transformation programs that are enabled by technology. By combining creative and human-focused strategies with the new hi-tech developments, allow organisations to rethink their future and generate viable and sustainable company value for automotive, insurance, life sciences, energy, resources, and financial services, etc. Globally, it offers its services to more than 200 active customers.

(4) Infosys Public Services Inc: U.S. based Infosys subsidiary, offers service in business consulting and technology solutions. Infosys partner with public sector organisations in the US and Canada. In Rockville, Maryland, it has opened its new headquarters and delivery centre. Digitizing customer experience and ensuring optimal service delivery by adopting innovative technologies through rapid innovation. It provides services to the public such as consulting services, technology services, company mobility, cloud and infrastructure, cyber and safety, legacy modernization, procurement modernization analytics and insights, digital ERP services [24].

(5) Panaya: It was established in 2006. It is software as a service company (SaaS). It is present across Americas, the EMEA and Asia. Infosys fully acquired the Panaya group of companies in 2015.

(6) Skava: Skava is one of the major providers of mobile and multi-touch point solutions to many of the top retailers in the US. The Skava platform transforms its e-commerce platform to mobile web, tablet, Facebook and in-store technologies. Skava has been a pioneer in app growth since 2002. The first retail location is fully optimized for tablets (t.staples.com) and works with various retailers to develop their in-store technology solutions.

(7) Noah Consulting LLC, a top subsidiary : It provides consulting services with management of information. This firm assists upstream oil and gas businesses to provide worldwide technology and outsourcing services to oil and gas customers [24].

9. FINANCIAL GROWTH :

Infosys annual revenue history and growth rate, for the financial year from 2006 to 2019 is shown below [21][25-26]. The graph shown in Fig. 1 depicts that company has consistent profit margins [25]. The overall performance, i.e. income and profit of Infosys are also rising, as shown in Fig 1[25].

Table 3: Annual revenue of Infosys from financial year 2006 to 2019.

Year	Annual Revenue (Millions of US \$)	Annual Net Income (Millions of US \$)	Annual Gross Profit (Millions of US \$)	Annual worldwide Employee Count	Annual Growth Rate (%)
2019	11,799	2,200	4,112	2,28,123	11.77
2018	10,939	2,486	3,938	2,04,107	1.87
2017	10,208	2,140	3,762	2,00,364	3.26

2016	9,501	2,052	3,551	1,94,044	10.14
2015	8,711	2,013	3,337	1,76,187	9.84
2014	8,249	1,751	2,957	1,60,405	2.82
2013	7,398	1,725	2,761	1,56,000	4.00
2012	6,994	1,716	2,876	1,50,000	14.68
2011	6,041	1,499	2,544	1,30,800	14.94
2010	4,804	1,313	2,055	1,13,800	8.48
2009	4,663	1,281	1,964	1,04,900	15.02
2008	4,176	1,163	1,723	91,200	26.32
2007	3,090	850	1,313	72,200	37.00
2006	2,152	555	908	52,700	43.21

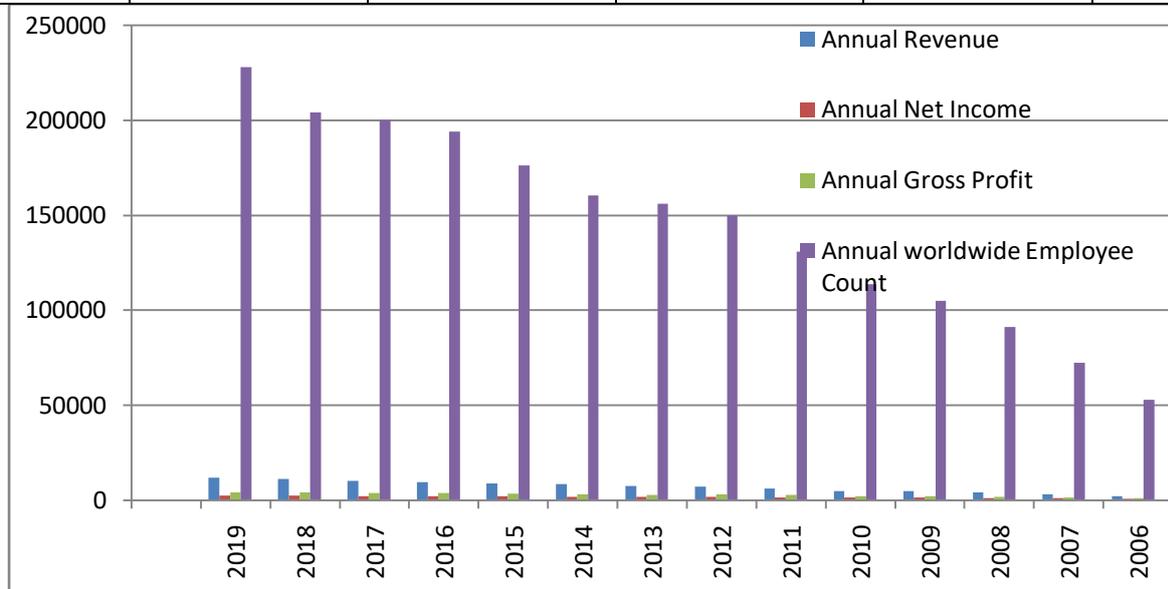


Fig. 1: Chart -Revenue, Net Income, Gross Profit, Employee count, Growth Rate

10. COMPETITORS :

Infosys’ major competitors are Accenture, Wipro and TCS. As of July 2019, Infosys had 841.6 K followers on Facebook and 235.5 K followers on Twitter. Infosys has revenues of \$11.8B and 228,000 staff [27]. Accenture, Wipro, CTS, TCS, IBM, Deloitte, Capgemini, Tech Mahindra, HP and HCL are the top 10 competitors in Infosys’ competitive set. Together, more than 48.7 million of their approximately 2.4 million staff have increased. Infosys has 228,000 employees and ranks 6th among its top 10 competitors. The top 10 rivals are on average 235,653[21][27].

Table 4: Top10 competitor lists of Infosys

Ranking	IT Company	Workforce	Funding	Revenue
	Infosys	228,000	\$0	\$11.8B
1	Accenture	459,000	--	\$43.3B
2	Wipro	150,000	--	\$8.5B
3	Cognizant	281,600	\$29.2M	\$16.5B
4.	TCS	378,497	--	\$908.8M
5	IBM	350,600	--	\$77.9B
6	Deloitte	286,200	\$19.5M	\$43.2B
7	Cappgemini	204,904	--	\$15.1B
8	Tech Mahindra	78,304	--	\$5.1B
9	Hp	55,000	\$538	\$58.7B
10	HCL	120,081	--	\$8.1B

Infosys’ revenue is ranked 7th among its top 10 rivals. The top 10 rivals are on average 26.3B. Infosys’ income increased by 10.4 percent over the last three quarters. Specifically, income was \$3.2B in first quarter 2019; income was \$3.2B in fourth quarter 2018; income was \$2.9B in third quarter 2018 [27].

11. MAJOR ACQUISITIONS :

Table5: Acquisitions of Infosys [28]

Company	Located	Price (Million)	Date (MM/YYYY)	Services
Expert Information Services	Australia	23	12/2003	IT service
McCamish Systems	USA	\$38	12/ 2009	Insurance and financial
Portland Group	Australia	AUD 37	01/2012	Strategic sourcing and category management
Lodestone Holding AG	Switzerland	US\$345	09/2012	Consultancy in Management
Panaya	Israel	US\$200	03/ 2015	Technology of Automation
Skava	USA	US\$120	04/ 2015	Digital experience solutions
Noah-Consulting	USA	US\$70	11/2015	Information management consulting
Skytree	USA	Undisclosed amount	04/ 2017	Learning of machine
Brilliant Basics	UK	GBP 7.5	08/ 2017	Design of Product
Fluido	Finland	EUR 65	10/ 2018	Advisor in Sales force and partnership in consulting
WongDoody	USA	US\$75	01/ 2019	Advertising and creative
Stater	Netherlands	EUR 127.5	04/2019	Mortgage

11. IMPORTANT CLIENTS :

Infosys provides next-generation digital services and consulting and became a leader worldwide. In 45 countries it has around 1,336 happy consumers to pilot their digital change [29].

12. GREEN INITIATIVES :

Environmental conservation is responsible for creating a better world both for today and for the future. Infosys has more concern on its contractors, advisors and staff with a secure and healthy environment. Infosys considers each means of decreasing carbon trace, water usage and power use. Infosys has taken initiatives on Green Infrastructure, Energy Conservation, Water Sustainability, Biodiversity Conservation and Promotion, Waste Management and Green Innovation. Because of its commitment to use renewable energy, in May 2015, Infosys was qualified to join the RE100 renewable energy campaign [30].

13. STAKEHOLDERS AND CORPORATE SOCIAL RESPONSIBILITY INITIATIVES :

Clients, employees, investors, vendors or partners, government and local communities are the stakeholders of Infosys. Sustainable development of the communities in which it operates is an important part of its CSR [24]. It focuses on education, health care, arts and culture, rural development. Infosys Limited, a digital service and consulting conglomerate, has spent Rs. 342 crore against its prescribed CSR spending of Rs. 340 crore (2 percent of net profit of Rs. 17,018 Cr) on multiple CSR schemes as provided for in Section 135 of the Act [30].

14. CORPORATE STRUCTURE :

Since its establishment in 1981 till 2019, Infosys has 104 executives and 14 subsidiaries and its main 34 executives are shown in the given organizational chart[31].

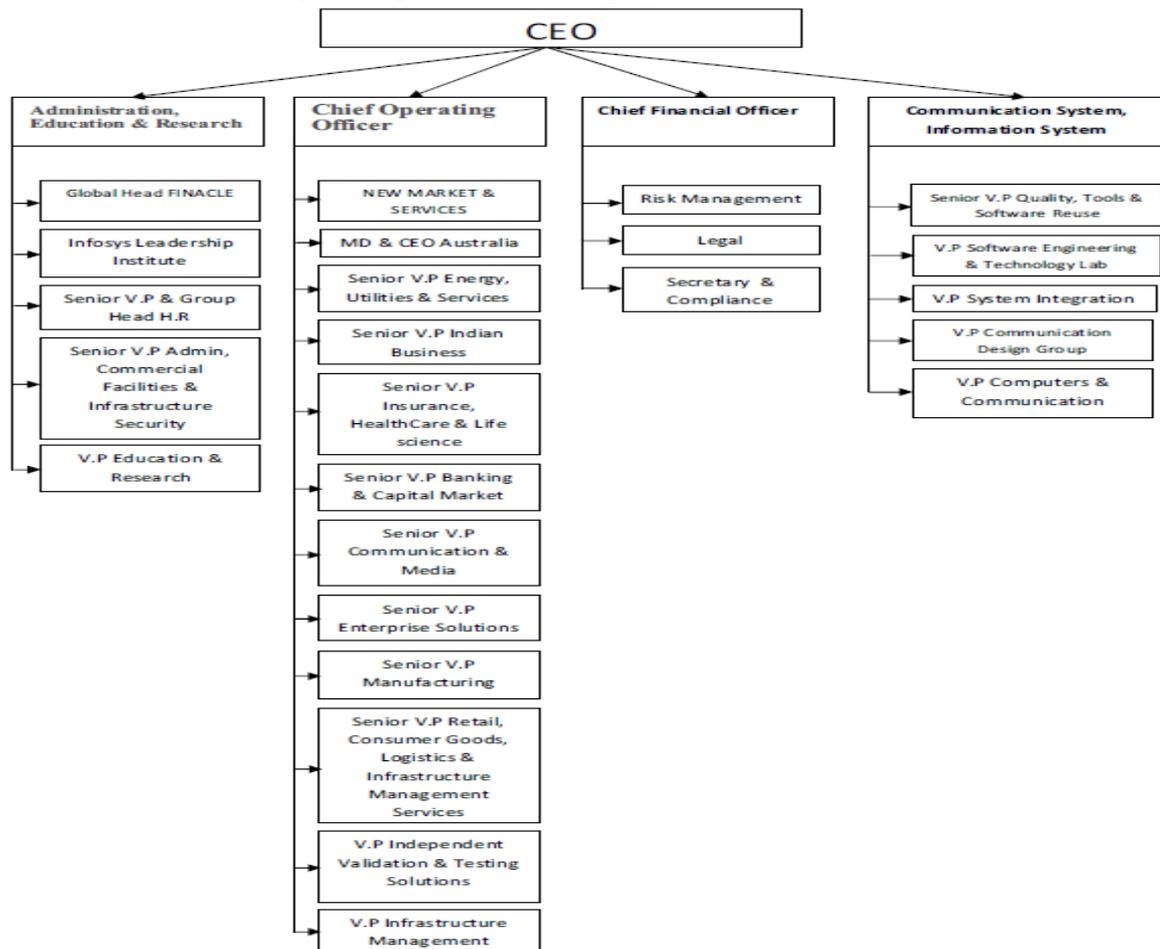


Fig 2: Infosys Organizational Structure

15. SWOC ANALYSIS :

SWOC matrix / Analysis primary objective is to define the policies that a business can implement by using possibilities and considering challenges for its growth. SWOC analysis is commonly used as a mechanism for strategic planning [32].

Strengths of Infosys Limited: The Company has much strength that allows it to flourish in the marketplace. Some of the strengths of Infosys Limited are –

- Development of new technologies successful track record – product innovation.
- Strong Brand name- this brand name is useful to expand its new categories of product.
- Strong community of dealers- Here dealers and distributors of the company promote its products with training to the sales team to give details of the products.
- Automation of product quality operations by examining fluctuating market requirements.
- Company with expertise is finding the way to enter the new market and finding success.
- Over the years, a reliable distribution network enables a business to achieve most of its prospective market.
- Company has satisfied on its investment on new projects by getting profit in turn.

Weakness of Infosys Limited: Weaknesses are places where company can enhance.

- Still requires more strategies on marketing its product with its competitors.
- High attrition rate in work force – Compared with other industry organizations, Infosys Limited has a higher attrition rate. Therefore, it must spend much more on training and employee development.
- Compared with competitors, the inventory of days is high.

1.1.1 Opportunities for Infosys Limited:

- New environmental policies – The new designs will help to build the company to gain market share in the new product category by driving its technology.
- The company can boost its clients by offering a new market strategy for new technology services.
- New product categories are taken from the company's diversity and new income streams. This discovers new trends in consumer behaviour in the company's industry.
- The new taxation policy increases the company business and it creates new opportunity towards the profit.

Challenges Facing - External Strategic Factors:

- The steady growth of profit in markets depends on skilled workforce in global market
- Consumers use the online channel, the purchasing method they have altered from the physical infrastructure the way the supply chain model defines.
- Severe competition on products given by several industries downwards profitability and overall sales.
- Local distributors override the company strength by providing needs in the market at higher margins.
- Various strategies are regarded on the world market with regard to country-to-country changes in liability law.
- Profit of a company is inversely proportion to the cost of raw material.

Table 6: Infosys SWOC analysis [33]

Strengths	Weaknesses
<ul style="list-style-type: none"> • Cost reduction. • Offers end to end business solutions • Strategic Association with giant companies like Amazon, IBM, and Microsoft • Global Delivery Model • Strong Focus On Innovation • IT service brands with high brand visibility 	<ul style="list-style-type: none"> • Limited markets • Few coverages of growing markets • Huge dependency on Europe and North America • High rate of attrition

Opportunities	Challenges
<ul style="list-style-type: none"> • Invest in young technology businesses • Expansion in spending on digital technology • New Technologies • Increased need for cloud based approaches • Focus on promising markets • IT integration across Industries 	<ul style="list-style-type: none"> • Strongrivalry • Changes in US migration laws • Employee retention. • Aims on sustainable growth

16. CONCLUSION :

This case study explores that Infosys work on its strategies with new ideas of information technology to reach each and every customer on their own way. With their strategic planning and leadership, Infosys has worked hard and even managed to remain competitive even in the era of a worldwide financial downturn. They still need to concentrate on inner and external variables that help to win the weakness and challenges [31][34]. It is very evident that Infosys services will play a significant part in their overall income. That is to say, 31.6% of its total income by economic services, 15.9% - retail, 13.5% - communications, 12.7% - energy, utilities, infrastructure and services, 10% - manufacturing, 7.7% - hi-tech and 6% - life sciences[35]. By outsourcing its services worldwide, i.e. 2.3 percent from India, 24 percent from Europe, 61.2 percent from North America and 12.5 percent from the rest of the globe, Infosys obtained its total revenue. Also Infosys increased their employees count from 2,04,107 (March 2018) to 2,28,123 (in March 2019) [35]. Outsourcing may be used to improve cost, quality, and service and time-to-market effectiveness.

Infosys has distributed its branches and centers of growth throughout India, Australia, Canada, Japan, UK and many other nations. Infosys set a fresh revenue record in 2017 by gaining second place among Indian IT businesses and the world's 596th biggest public company.

17. FUTURE PLANS :

Infosys focuses on innovative digital techniques to make the correct choices to enhance its efficiency in order to achieve its goals. The firm also intends to expand its workforce in the US, its biggest market. It announced a plan to employ 10,000 Americans in the United States [36]. Digital labour management, process re-engineering, talent and value chain sharing innovation—these are future outsourcing opportunities.

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