
Infosys: A Case Study on Becoming a Global Brand in Consulting Technology and Outsourcing Solutions

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Abstract

Infosys is a global leader in consulting, technology, and outsourcing solutions. This chapter examines the national and international context of the company, and its services and global presence. The strategy at Infosys is to strengthen the value of all its employees and constantly invest in developing their competencies. Infosys, being a global brand, might be interested in the knowledge and experience in a region such as the Northern Netherlands, but it would require several actions to be undertaken at the same time in the framework of the triple helix, by the government, industry and academia.

1 Introduction

Trade between India and Europe is expanding rapidly. The Indian economy is amongst the fastest growing in the world. Being present in the emerging market, Indian companies seek several opportunities in Europe which is India's most important trading partner. This deepening relationship presents numerous opportunities for companies, such as Infosys, which are eager to expand overseas. The necessity of discovering potential markets and new economic challenges requires Infosys, as well as other companies, to engage in cross-border business to stay competitive. In this chapter, Infosys's global expansion is analyzed with respect to the Northern Netherlands region and its investment opportunities. By providing business consulting, technology, engineering, and outsourcing services, Infosys might be potentially interested in developing new centers in this region.

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Currently, Infosys enables clients in more than 30 countries to stay a step ahead of emerging business trends and remain competitive by helping them to transform and to thrive in a changing world through co-creating advanced solutions which combine strategic insights and execution excellence. With 7.4 billion US\$ in annual revenues and more than 160,000 employees, Infosys delivers a broad diversity of products and services to enterprises.

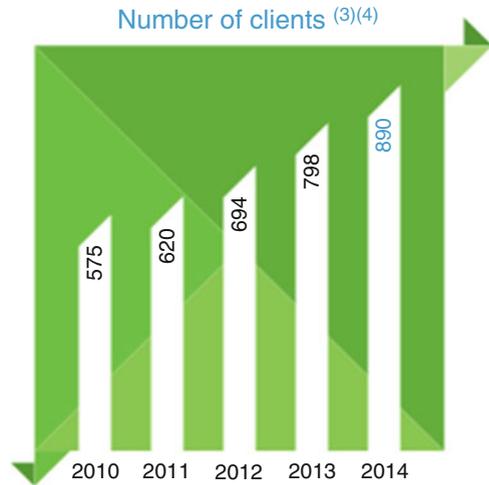
The following chapter analyzes the secret of success at Infosys and covers Infosys's history from 1981 onwards. It also considers recent developments and strategic choices to be made. It examines the national and international context of the company, and its services and global presence, including the Netherlands. Desk research making use of secondary sources sketches an overview of the opportunities and threats for Infosys for developing a successful strategy. Finally, several conclusions are drawn which could be translated into practical recommendations related to the business opportunities in the area of the Northern Netherlands.

2 Company Profile

Infosys is a global leader in consulting, technology, and outsourcing solutions. The company enables clients in more than 30 countries to outperform the competition and stay ahead of the innovation curve. Helping companies to manage their business and powering their transformation to a smarter organization, Infosys allows them to focus on their core business priorities. Infosys's expertise spans many industries. From helping to build lighter and stronger passenger jets or creating more fuel efficient smart cars, to enabling banks to provide financial inclusion to the most remote corners of the globe or empowering technology executives with solutions to maximize global agility, Infosys delivers powerful innovations (Infosys 2014a). Strategic insights support enterprises to transform and to thrive in a changing world through strategic consulting and the co-creation of breakthrough solutions, including those in mobility, sustainability, big data, and cloud computing. Currently, "Infosys has 93 global development centers of which 34 are in India and 59 are outside India, and 71 sales offices around the world of which two are in India and 69 are outside India" (Infosys 2014a). The number of clients in the period of 2010 through 2014 is presented below (Fig. 1).

Infosys acts together with Infosys BPO—the Business Process Outsourcing subsidiary (BPO Ltd), which was set up in April 2002. Infosys BPO focuses on integrated end-to-end outsourcing and delivers transformational benefits to the clients through reduced costs, ongoing productivity improvements, and process reengineering. Infosys BPO operates in Australia, Brazil, China, Costa Rica, the Czech Republic, India, Japan, Mexico, the Netherlands, the Philippines, Poland, South Africa, and the United States. It closed Financial Year (FY) 2012–2013 with revenues of 583.1 million USD (Infosys 2014a).

Fig. 1 Number of clients at Infosys (2010–2014) (Infosys 2014b)



⁽³⁾ At the end of fiscal year, ⁽⁴⁾ Consolidated

2.1 History

Infosys was established in 1981. From a capital of 250 US\$, the company has grown to become an 8.095 billion US\$ company with a market capitalization of approximately 33 billion US\$ (Infosys 2014a). Infosys was co-founded in 1981 by N. R. Narayana Murthy, Nandan Nilekani, N. S. Raghavan, S. Gopalakrishnan, S. D. Shibulal, K. Dinesh, and Ashok Arora after they resigned from Patni Computer Systems. N.R. Narayana Murthy and six of his friends met at an apartment 1 day in January 1981 to talk about starting a company that wrote software codes. Six months later, with a loan of 250 US\$ (reportedly from Narayana Murthy's wife), they had started Infosys, landed their first project with US-based Data Basics Corporation, and moved to Bangalore (Interbrand 2013).

From the beginning, the company was founded on the principle of building and implementing great ideas that drive progress for clients and enhance lives through enterprise solutions (Infosys 2014a). Infosys was incorporated in 1981 as Infosys Consultants Private Limited, a private limited company under the Indian Companies Act, 1956. It changed its name to Infosys Technologies Private Limited in April 1992, to Infosys Technologies Limited in June 1992, when it became a public limited company, and to Infosys Limited in June 2011. Infosys completed its initial public offering of equity shares in India in 1993 and its initial public offering of ADSs (American Depositary Shares) in the United States in 1999. In July 2003, June 2005, and November 2006, it completed sponsored secondary offerings of ADSs in the United States on behalf of its shareholders' (Infosys 2014a).

On June 1st 2013, Narayana Murthy, one of the founding members of Infosys and its long time CEO, returned from his retirement to assume office in Infosys as its Executive Chairman (Hindustan Times 2013).

“Infosys made an initial public offer (IPO) in February 1993 with an offer price of Rs. 98 per share against book value of Rs. 10 per share. The Infosys IPO was under subscribed but it was ‘bailed out’ by US investment bank Morgan Stanley which picked up 13 % of equity at the offer price” (In.com 2012). In December 2012, Infosys transferred the listing of its American Depositary Shares (ADS) from the NASDAQ to the NYSE (NYSE 2013). On 31 March 2013, “Infosys had 798 clients across 30 countries. It earns 62 % of its revenue from North America, 23 % from Europe, 2 % from India and remaining 13 % from rest of the world” (Infosys 2012b).

Shortly after Infosys was founded in 1981, its managers faced a major turning point when they made a decision to operate without giving in to the petty corruption rife in the Indian economy. Within just a few years, that decision had truly defined the company. Over the next 25 years, Infosys managers went to extraordinary lengths to avoid even the most modest of practices that they considered inappropriate (Harvard Business Review 2006).

Summing up, for the past 30 years, Infosys has catalyzed some of the major changes that have led to India’s emergence as the global destination for software services talent. Infosys has pioneered the Global Delivery Model and became the first IT company from India to be listed on NASDAQ Stock Exchange. The headquarters of Infosys is located in Bangalore, Karnataka where it has been located since 1983 (Infosys 2014a).

2.2 Employees

Infosys and its subsidiaries had 158,404 employees as of December 31, 2013 (Infosys 2014a). Now, Infosys has a growing global presence in 73 offices and 94 development centers located in the United States, India, China, Australia, Japan, the Middle East, and Europe (Infosys 2014a). Additionally, Infosys is the second largest employer of H-1B visa professionals in the USA, as of 2012 (United States Department of Labor 2012). In recent years, Infosys has begun shifting operations to the USA and other countries. In 2012, Infosys announced a new office in Milwaukee, Wisconsin, to service Harley-Davidson, and this was the 18th international office in the USA (The Economist 2013). Infosys hired 1,200 US employees in 2011, and expanded the workforce by an additional 2,000 employees in 2012 (Infosys 2012a). The number of employees at Infosys is presented in the graph below (Fig. 2).

Enabling and empowering of a global workforce ensures talent capability across Infosys. The Education, Training and Assessment department (formerly known as Education and Research) is one of the company’s key business-enabling “competency development” units. Infosys has developed an enterprise-wide environment for knowledge acquisition, dissemination, and management to cater to the continuous learning requirements of its employees and make them ready for the

Fig. 2 Number of employees at Infosys (2010–2014) (Infosys 2014b)



(3) At the end of fiscal year, (4) Consolidated

Fig. 3 Learning offerings and interventions offered for employees at Infosys (Infosys 2014b)



dynamic business requirements across the company (Infosys 2014b). The key significant learning avenues created for Infosys’s employees are illustrated below (Fig. 3).

2.3 Service

Infosys is a NYSE listed global consulting and IT services company offering a broad range of services. Its end- to-end business solutions include: Consulting and Systems Integration comprising consulting, enterprise solutions, systems integration and advanced technologies; Business Information Technology (IT) services consisting of application development and maintenance, independent validation services, infrastructure management, engineering services comprising product engineering and life cycle solutions and business process management; Products, Platforms and Solutions, and more. A service that desires more attention is called Finacle, which is a banking product offering core banking, mobile banking, and e-banking needs of retail, corporate and universal banks globally. Infosys is also active in several other areas, such as cloud computing, enterprise mobility, and sustainability (Reuters 2014). The range of Infosys's services is presented in Table 1.

The company offers business process management services through Infosys BPO. Infosys BPO enables clients to outsource several operations, which relate to specific industry vertical processes and functional horizontal processes. Infosys BPO's service offerings include banking and financial services; telecommunications; insurance, healthcare and life sciences; manufacturing; media and entertainment; retail and CPG (consumer packaged goods); and energy, utilities and services. For its clients in the banking and financial services industry, it offers services in credit card operations, collections, banking operations, mortgage and loan account servicing, payments processing, trade clearing and settlement services, registrar and transfer agency services, fund administration and reporting, reference data management, hedge fund servicing and platform solutions. For its clients in the telecommunications industry, it offers services in order fulfillment, service assurance, billing and revenue assurance, data cleansing and validation services, telecom-specific analytic offerings and technology-led point solutions. For the company's clients in the insurance, healthcare and life sciences industries, it offers services in new business fulfillment, pensions and annuities, policy maintenance, claims administration, reinsurance finance and accounting, underwriting, statutory reporting services. For its clients in the manufacturing industry, it offers services in customer operations, master data management, material planning, mid-office support, product data management, quoting and demand fulfillment, supply chain and logistics support. For its clients in the media and entertainment industry, it offers services in advertisement analytics, content development, content management and desktop publishing. For its clients in the CPG industry, it offers services in master data management, trade promotions management, store solutions, supply chain solutions, reporting and analytics. For its clients in the energy, utilities and services industries, it offers services in master data management, supplier performance management and analytics, engineering documentation, metering infrastructure support, data validation, new product/feature support and meter data analytics (Reuters 2014).

Table 1 The range of Infosys’s services (Reuters 2014)

Service	Description
Consulting & Systems Integration Services (C&SI)	Focus on delivering end-to-end business transformation which includes providing front-end business strategy consulting services, business requirements definition, business process re-engineering, business and technology solution design, package evaluation and implementation, complex program management, organizational design and change management, systems integration services and upgrades and maintenance. These solutions relate to product suites from SAP and Oracle and also extend to product suites from IBM Corporation, Microsoft Corporation, Pegasystems Inc., Salesforce.com Inc., Software AG and TIBCO Software Inc. Services to clients in areas, such as customer relationship management, supply chain management, human capital management, corporate performance management, business analytics, business process management, enterprise application integration and system integration.
Business IT Services	Customized software solutions. New applications or enhancement of the functionalities of its clients’ existing software applications. System design and software coding and running pilots at its global development centers, while activities relating to the defining of requirements, transition planning, user training, user acceptance testing and deployment are performed at the client’s site. Maintenance and production support services. Application management platform (IAM) adopting a range of tools to aid in the acquisition, collating and use of organizational knowledge and incident diagnosis in production support. End-to-end validation solutions, including test consulting, quality assurance organization transformation, testing for business transformation and testing for package implementations, upgrades and rollouts. Testing solutions comprising of technology based solutions for test life cycle automation and non-functional testing and vertical specific solutions through alliances with test tool vendors, such as HP, IBM, Microsoft, iTKO Lisa, Green Hat, Micro Focus, resulting in transformation of its clients’ IT infrastructure.
Products, Platforms & Solutions Services	Licensable systems, which deliver functionalities. They can be used as standalone, customized or as building blocks in an enterprise application. Health Benefit Exchange providing an insurance hub, for individuals and small businesses to buy qualified plans. Infosys Trading Platform helping companies to differentiate their brokerage services by providing superior trading experience to customers. Infosys Omni-Channel Personalization Engine helping retailers foster consumer relationship by presenting personalized content across channels. Its Supply Chain Performance Management Suite provides insight into the supply-demand service chain performance.

The function-specific service offerings of Infosys BPO include customer service, finance and accounting, HR (human resource) outsourcing, legal process outsourcing, sales and fulfillment operations, and sourcing and procurement. Its customer services include customer engagement solutions, including sales, ongoing service and recoveries situations, and customer relationship management through various service channels. Its finance and accounting services include accounts payable, accounts receivable, billing and invoicing, collections and credit management, general ledger operations, financial planning and control and compliance related services. Its HR outsourcing services include payroll processing, benefits administration, learning and development, HR helpdesk, recruitment and staffing services, workforce administration. Its legal process outsourcing services include contract management services and solutions, legal process outsourcing, document review services. Its sales and fulfillment operations services include sales support operations, customer data management, account planning, order administration, customer advocacy, returns management, warranty management, demand forecasting, material and inventory management and reverse logistics. Its sourcing and procurement services include sourcing, category management, transactional procurement, performance and compliance management, e-Business solutions and spend, demand and supply market analytics (Reuters 2014).

The company's business platforms, which it refers to as InfosysEdge, are built around specific themes. Infosys SocialEdge is its social media marketing and employee engagement platform. Infosys BrandEdge is its digital marketing platform, built using Infosys BLUE framework, addresses the marketing needs of organizations, from building digital assets and launching marketing campaigns to listening to customers, as well as analyzing and acting on customer insights. Infosys CommerceEdge is its e-commerce and social commerce platform. Infosys TalentEdge is its talent management platform. Infosys ProcureEdge is its end-to-end Source-to-Pay platform. Infosys WalletEdge is its mobile commerce and payments platform. Infosys TradeEdge is its trader partner platform. Infosys BPO's platforms include McCamish Systems' VPAS and PMACS platforms which provide solutions to the insurance and financial services industries; solutions in strategic sourcing, category management and managed procurement services provided by Portland Group; and integrated technology and BPO offerings on a cloud model for human resources and sourcing and procurement services using the TalentEdge and Infosys ProcureEdge platforms (Reuters 2014).

To summarize, Infosys provides a broad variety of engineering solutions to support its clients across the product lifecycle of its clients' offerings, ranging from product ideation to realization. Its solutions offerings include the execution of product and software development programs; the management of products and commodity management where it combines its engineering, supply chain and business process outsourcing capabilities; the participation to product co-innovation where it works with its clients to take their offerings to market and invest along the way; the development, implementation and implementation of business platforms; and the operation of cross-industry services as shared services where it provides specialized engineering capabilities. Its solution offerings caters

to a cross-section of industries, including aerospace, automotive, banking and financial services, business services, chemicals, consumer products, energy, high technology, industrial products and equipment, media and entertainment, medical devices, metals and mining, pharmaceuticals, retail, telecommunications and utilities.

2.4 Products

Infosys products focus on providing innovation-led business growth for clients. Infosys experts cater to market needs driven by global mega-trends, including digital consumers, emerging economies, new commerce, and healthcare. The offerings are built around the latest technologies in cloud computing, mobility, big data, rich media, and social media to provide guaranteed business outcomes. The current Infosys product categories are: banking suite, cloud and big data, customer services, digital commerce, digital marketing, distribution, sourcing and procurement, and talent management. Infosys is also active in the areas of assist, big data, branding, commerce, digitizing, procurement, smart grid, talent, trade, and wallet edge. In the financial area, the company is active in core banking, customer relationship management, digital commerce, consumer e-banking, corporate e-banking, inclusion solutions, Islamic banking, mobile banking, payments, treasure and wealth management (Infosys 2014a). Infosys delivers several types of services helping organizations to stay stronger and become more competitive in the global business landscape by leveraging the company's domain and business expertise through: application management, application outsourcing, business applications, business process outsourcing, cloud, engineering, infrastructure management, infrastructure outsourcing, management consulting, enterprise mobility, sustainability and testing (Infosys 2014a).

In the endeavor to future-proof the businesses of Infosys's clients, the company has identified seven key areas that are rapidly increasing in influence, and present great scope for IT-led innovations. These are presented in the Table 2.

From all of the listed products and services, one requires a special attention—Finacle, which is an example of an outstanding innovation in retail banking. It partners with banks to transform product, process and customer experience. Finacle is a flexible and fully web-enabled solution, which addresses the core, e-banking, mobile, customer relationship management, wealth management, treasury, and Islamic banking requirements of universal, retail and corporate banks globally. Other offerings include the Finacle core banking solution for regional rural banks; Finacle digital commerce solution, which enables next generation digital payments; Finacle alerts solution, which alerts end-users of events recorded by diverse business systems; Finacle Advizor, which combines human intervention with banking self-service channels through the interplay of video, audio and data communication; and Finacle WatchWiz, a monitoring solution, which allows banks to monitor, diagnose and resolve issues.

Table 2 Seven key areas shaping IT-led innovations identified by Infosys (Infosys 2014a)

No.	Key area	Description
	Digital consumers	Personalized solutions usher in on-demand solutions, accelerate innovation and access new demographic segments. These solutions maximize customer value across the lifecycle. Digital media is redefining consumer mindsets, patterns of purchase, and decision-making. Digitally active consumers have embraced the internet, telecom, media, and social space, changing the way consumers communicate, transact and make purchase decisions. These consumers rely on internet research, friends, and online peer reviews as opposed to “sponsored” communication. This new breed of active, informed, and assertive members stand out for their independence, uniqueness and participation.
	Emerging Economies	Access to “local” knowledge is critical as emerging economies transform the global marketplace. An ecosystem that harnesses collaboration helps realize “reverse innovation” across industries. Products and services must be re-engineered, not re-created, to address the specific needs of micro-segments.
	Healthcare Economy	IT minimizes healthcare costs by eliminating wastage, avoiding redundant processes and helping to incorporate best practices in treatment. Intelligent medical devices and evidence-based medicine ensure patient self-care. In addition, peer-to-peer collaboration through social media develops a preventive healthcare lifestyle.
	New Commerce	The ubiquity of the internet and mobile devices should be harnessed to meet micro-requirements of customers. Next-generation mobility solutions co-create value by redefining stakeholder engagement. They also address differences within and across markets, and drive sustainable growth.
	Pervasive Computing	Enterprises must analyze real-time data from multiple embedded devices to design products and services that better address customer requirements. Computing and storage infrastructure plays a significant role in cost-efficiency, quality of service and agility. Artificial intelligence, cloud-based solutions and sensor networks are a business imperative today.
	Smarter Organizations	Smart decision-making demands simple processes. Operational excellence and accelerated innovation help companies deliver higher value to customers. It, however, requires balancing the challenges of a globally connected marketplace with the demands of localization. Tomorrow’s companies should facilitate collaboration among different stakeholders to adapt to change.
	Sustainable Tomorrow	A smart enterprise can grow sustainably through equitable social contracts, effective resource utilization and green innovation. Smart solutions and analytical insights help companies take on the challenges of sustainable growth.

Its professional services complement the solutions portfolio and include consulting, package implementation, independent validation, migration, application development and maintenance, system integration, software performance engineering and support. As of March 31, 2012, Finacle is used by 160 banks across

78 countries, powers operations across 48,500 branches, and enables its customer banks to serve 423 million accounts and 347 million consumers globally.

Infosys competes with Accenture Limited, Atos Origin S.A., Cap Gemini S.A., Deloitte Consulting LLP, Hewlett-Packard Company, IBM Corporation, Computer Sciences Corporation, Dell Perot Systems, Cognizant Technology Solutions Corporation, Tata Consultancy Services Limited, Wipro Technologies Limited, Oracle Corporation and SAP A.G., Genpact Limited and WNS Global Services (Reuters 2014).

Several IT and engineering solutions and services delivered by Infosys help to accelerate innovation, increase productivity, reduce costs, and optimize asset utilization. They are offered in a broad scope of the industries, including Aerospace and Defense, Airlines, Automotive, Communication Services, Consumer Packaged Goods, Education, Ebergry, Financial Services, Health care, High-Tech, Hospitality and Leisure, Industrial Manufacturing, Insurance, Logistics and Distribution, Media and Entertainment, Medical Devices, Pharmaceuticals and Biotech, Public Sector, Publishing, Resources, Industries Retail, and Utilities (Infosys 2014a).

With such a variety of products and services, Infosys is growing fast and generates revenue which is discussed in the next subchapter.

2.5 Revenue

The revenue of Infosys is primarily derived from software development and related services and from the licensing of software products. Arrangements with customers for software products are either on a fixed-price, fixed-time frame, or on a time-and-material basis. According to Bloomberg, “Infosys Ltd. (INFO) forecast full-year sales growth that beat analyst estimates as India’s second-largest software-services exporter cut costs and won more outsourcing contracts. The shares rose. Revenue in the 12 months started April 1 will climb 7 % to 9 % in US\$ terms. That compares with revenue growth of 6–8.3 %, according to the average of six analyst estimates compiled by Bloomberg. The company also posted a 25 % jump in fourth-quarter earnings. Billionaire co-founder N.R. Narayana Murthy, who returned as chairman in June to help revive revenue growth, has reshuffled top management and boosted margins by trimming costs. Infosys won orders from Volvo Cars and US pharmacy benefit manager Prime Therapeutics LLC helping the company based in Bengaluru, earlier known as Bangalore, increase sales” (Bloomberg 2014).

Shares of Infosys rose 0.8 % to the highest level since April 7th in Mumbai trading. The net income of Infosys rose to 29.9 billion rupees (496 million US\$) in the 3 months ending in March 31st, 2014. That exceeded the 28 billion-rupee median of 40 analysts’ estimates compiled by Bloomberg. Sales for the fourth quarter rose 23 %. Additionally, worldwide information technology services spending are expected to increase 3.7 % to 671 billion US\$ in 2014, accelerating from 2.8 % growth last year (Bloomberg 2014). On 31 April 2014, its market capitalization was 30.69 billion US\$ (Infosys 2014c). Table 3 shows the revenue and profit for the recently concluded quarter and for the last 12 months.

Table 3 The revenue and profit of Infosys for the recently concluded quarter (April 2014) and for the last 12 months (Infosys 2014a)

	As per IFRS (Rs cr)	As per IFRS (\$ m)
Q4 14 revenues	12,875	2,092
Q4 14 net profits	2,992	487
FY14 revenues	50,133	8,249
FY14 net profits	10,648	1,751

Table 4 The 5-year revenue and profit CAGR of Infosys (Infosys 2014a)

	As per IFRS (Rs cr) (%)	As per IFRS (\$ m) (%)
Revenue	18	12
Net profit	12	6

Table 4 depicts the 5-year revenue and profit of Infosys.

3 The Rise of the Company

Infosys, along with its majority owned and controlled subsidiaries, is a leading global Consulting and IT services firm. The company provides end-to-end business solutions that leverage technology. The company offers solutions that span the entire software life cycle encompassing consulting, design, development, software re-engineering, maintenance, systems integration, package evaluation and implementation and infrastructure management services. In addition, the company offers software products for the banking industry and business process management services' (Infosys 2014a).

3.1 Business Strategy

Infosys is at the moment a very successful and dynamically-growing company, offering a high quality of provided services and products offered. "Known for its out-of-the-box approach to innovation, Infosys has a stated aim of making the business of its clients future proof using seven drivers—digital consumers, emerging economies, sustainable tomorrow, smarter organizations, new commerce, pervasive computing and healthcare economy" (The India Times 2013).

Infosys's strategy is based on the vision articulated in the Infosys 3.0 strategy and strengthens focus on its core competence area of Business IT Services. The company continues to explore and invest in the products and platform space. Given the very different R&D environment demanded by products and platforms, and the objective of delinking revenues from person-month effort, the Board approved the transfer of its existing Products, Platforms and Solutions business (excluding Finacle) to a wholly-owned subsidiary of Infosys Limited (Infosys 2014b). The company also undertakes several activities leading to cost optimization, enhancing sales productivity, and improving delivery effectiveness.

In the years that followed, Infosys quickly grew to the third largest India-based IT company (2012 revenues) and was one of the first truly global Indian companies. Innovation has always been at the heart of the company and it had a number of firsts to its name. Significantly, it was the first Indian company to offer employees stock options and along with it, untold prosperity to one and all (stories of “Infosys millionaires” that included chauffeurs, secretaries and office assistants are legendary). Similarly, Infosys was also the first Indian company to be listed on NASDAQ. Little wonder then that Forbes ranked Infosys 19th amongst the world’s 100 most-innovative companies, in 2012. The Wall Street Journal Asia has also named Infosys as India’s most-admired company almost every year since 2000. Infosys’s values strongly resonate with those of its founder, N.R. Narayana Murthy. Whether, it is the (equitable) distribution of wealth, fair remuneration, or even philanthropy, the founder’s values permeates the personality and the very fabric of the company (Interbrand 2013). The overview below presents the best India brands in 2013 by Interbrand. Infosys occupies the 5th position as mentioned earlier.

In addition, IT giant Infosys leads five Indian clean-energy projects that have been shortlisted for the annual Ashden Awards, referred to as the Green Oscars. The awards recognize worldwide contributions towards green energy initiatives and a move away from fossil fuels. Infosys has been nominated in the “Ashden Award for Sustainable Buildings” category for the Bangalore-based company’s cutting edge design of new buildings which helps keep offices cooler and maximizes natural light. “Since 2008, global IT giant Infosys has cut more than 80 million US\$ from its energy bills and reduced electricity consumption per staff member by 44 %. Its success lies in seizing every opportunity to reduce energy consumption in its existing buildings—from reducing the size of chiller plants for air conditioning, to painting roofs white so they reflect the heat”, reads the award nomination statement. Winners will receive up to 40,000 pounds and global recognition as one of 2014s green energy leaders (The India Times 2014) (Table 5).

Infosys competes with Accenture Limited, Atos Origin S.A., Cap Gemini S.A., Deloitte Consulting LLP, Hewlett—Packard Company, IBM Corporation,

Table 5 Best Indian brands in 2013 by Interbrand (based on Interbrand 2013)

Rank	Brand	Sector	Brand value (\$m)
1	TATA	Diversified	10,907
2	Reliance	Diversified	6,247
3	Airtel	Telecommunications	6,220
4	State Bank of India	Financial Services	3,838
5	Infosys	Technology	3,797
6	HDFC	Financial Services	3,277
7	Mahindra	Diversified	2,576
8	Icici	Financial Services	2,571
9	Godrej	Diversified	2,456
10	Larsen & Toubro	Diversified	2,320

Computer Sciences Corporation, Dell Perot Systems, Cognizant Technology Solutions Corporation, Tata Consultancy Services Limited, Wipro Technologies Limited, Oracle Corporation and SAP A.G., Genpact Limited and WNS Global Services (Reuters 2014).

A positive image of a growing company is strongly supported by The Infosys Foundation, established in 1996. It is a not-for-profit organization which supports the company's social initiatives devoted to the cause of the destitute, the rural poor, the mentally challenged and the economically disadvantaged sections of society, in addition to helping in the promotion of arts and culture. Additionally, Infosys cooperates with the government, other businesses and educational organizations in several ways. Infosys has formed Global Academic Relations with academic and partner institutions. It explores co-creation opportunities between Infosys and academia through case studies, student trips, and speaking engagements. They also collaborate on technology, emerging economies, globalization, and research. Some initiatives include research collaborations, publications, conferences and speaking sessions, campus visits and campus hiring (Infosys 2014b).

3.2 Company Growth

According to the report published by Gartner, the world's leading information technology research and advisory company, "Infosys is the third-largest India-based IT services company by 2012 revenues" (Gartner 2013). The other players and position of Infosys in the market is depicted below (Table 6).

The top five Indian service providers have continuously chipped away market share from the large multinational corporation providers. In the past 5 years, they have been winning large outsourcing deals (those with a total contract value of more than 100 million US\$). Their target customer segment still remains the Fortune 1000 companies. Most of these firms have a large-deal pursuit sales team that goes after deals of more than 35 million US\$ in contract value and there is a strong focus on, and investments in, cloud, analytics, mobility, infrastructure and

Table 6 Infosys positioned in the top 5 India-based IT Services Providers by worldwide revenue, 2012, in millions of dollars (Gartner 2013)

Company	Global ranking 2011	Global ranking 2012	2011 revenue	2012 revenue	2012-2011 growth (%)	2011 market share (%)	2012 market share (%)
TCS	16	16	9,451	10,888	15.2	1.1	1.2
Cognizant	28	23	5,875	7,053	20.1	0.7	0.8
Infosys	27	26	6,279	6,691	6.6	0.7	0.7
Wipro	31	31	5,334	5,737	7.6	0.6	0.6
HCL technologies	47	41	3,316	3,916	18.1	0.4	0.4
Total			30,255	34,285	13.3	3.5	3.7

knowledge processes. “India-based providers have become much more aggressive in infrastructure management because it offers them the potential to grow bottom-up within accounts” (Gartner 2013).

“Revenue contribution from project-based and staff augmentation deals have continued to decline for the top five Indian-based providers, and the outsourcing service line component has steadily increased. They have also made significant strides in developing industry—specific BPO services through acquisitions and/or organic growth. There is an increasing focus on “integrated services play”. Indian providers use an integrated approach of applications, infrastructure and BPO, thereby allowing them to get a better handle on their clients’ IT-business process leveraging, through which they can deliver greater cost savings and drive business value. This allows them to expand their margins as well. All these providers also have a strong focus on infrastructure services, particularly remote infrastructure management services, which account for 65 % to 70 % of their infrastructure services revenue, Gartner reports. Gartner views Indian players as providers that predominantly have an India-based delivery model and management that is largely India-based. Most are headquartered in India, but there are some exceptions, such as Genpact, Cognizant, Syntel and iGate, which are headquartered in the U.S. However, the delivery, management, operating style and behavior of these companies are like those of other Indian providers” (Gartner 2013).

Infosys regularly acquires several companies. On January 4, 2012, Infosys BPO Limited (Infosys BPO) acquired Portland Group Pty Ltd., a provider of strategic sourcing and category management services based in Australia. In October 2012, the company acquired Lodestone Holding AG (Reuters 2014). In December 2003, Infosys had acquired Australia-based IT service provider Expert Information Services for 23 million US\$ (The Hindu Business Line 2003). In January 2012, Infosys BPO acquired Australia-based Portland Group, provider of strategic sourcing and category management services, for about 37 million AU\$. In September 2012, Infosys acquired Switzerland-based Lodestone Management Consultants for about 345 million US\$ (Forbes 2012).

In 2010, Infosys signed an agreement with Microsoft to manage key parts of worldwide internal IT operations. The agreement calls for Infosys to take over responsibility for managing Microsoft’s IT help desk and desk-side services operations, as well as servicing the company’s applications, devices and databases in more than 100 countries (Computer World 2010).

Cloud-platform solutions, mobile, and analytics are likely to drive growth, even as the industry contends with cuts in US federal government IT spending and offshore scrutiny of IT vendors (Bloomberg 2014). This creates a window of opportunities for Infosys as well.

All of the details that are especially important to relations with investors “are forward-looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, fluctuations in foreign exchange rates, ability to manage growth, intense

competition in IT services including those factors which may affect cost advantage, wage increases in India, ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, industry segment concentration, ability to manage international operations, reduced demand for technology in key focus areas, disruptions in telecommunication networks or system failures, ability to successfully complete and integrate potential acquisitions, liability for damages on Infosys's service contracts, the success of the companies in which Infosys has made strategic investments, withdrawal or expiration of governmental fiscal incentives, political instability and regional conflicts, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of intellectual property and general economic conditions affecting industry. The company does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of the company unless it is required by law" (Infosys 2014a).

4 Future Developments

According to Segers and Stam, Asian FDI in the Netherlands has increased significantly over the years, and according to their prognosis, Asian companies will continue to increase their presence in the Netherlands (Segers and Stam 2013). This statement could also apply to Infosys as well. Infosys has successfully expanded and is expanding global presence with new centers in several countries worldwide. It continues also to support enterprises.

In December of last year, Infosys unveiled a new product platform that helps global brands in the fast-moving consumer goods (FMCG) segment to drive profitable growth in emerging markets. Named "TradeEdge", the software platform delivers insights for brands to predict and meet consumer demand and improve sales and operational performance. According to the global consulting firm McKinsey, retail consumption in emerging markets will be about 30 trillion US\$ by 2025, accounting for half the global demand and presents a huge growth opportunity to global brands like Proctor & Gamble in light of slowing consumption in developed markets. Highlighting the innovative features of TradeEdge platform, Infosys emphasizes that the next billion consumers would be in the emerging markets, and global brands will have to know the market better, reach customers faster, and do so at lower costs. The platform allows FMCG firms and their distributors to exchange information on sales, inventory, and products in weeks through a cloud-based enterprise resource planning system and adopt best practices in hours. The platform improves product placement and maximizes return on promotions through visual merchandising by providing insights into share of shelf at a fraction of audit costs. The platform also helps reduce waste of perishable products with a solution that monitors their temperature and location of cooling units. TradeEdge can be used to serve retailers which can order and pay for products

cost-effectively using basic mobile phones and reduce ordering costs up to 80 % with suggested orders based on previous data and forecasts (India TV 2013).

Within a decade, revenue from Europe has increased nearly tenfold to two billion US\$, far higher than for the rest of Infosys, highlighting its ability to drive growth in key markets and industry verticals. In 2004, the company crossed the one billion US\$ revenue milestone. “Very few companies have created that kind of growth story in Europe” (The Economic Times 2013). This success in Europe might play an important role in attracting Infosys to invest in the Northern Netherlands region.

4.1 Opening New Centers Worldwide

One of the ways to grow Infosys users is to expand the company’s local presence. This also applies to non-English-speaking European markets, especially the Nordic countries and the Benelux (Belgium, Netherlands and Luxembourg) region, where Infosys plans to appoint a regional head and local sales team over the next 6 months (The Economic Times 2013). The current activities of the company in the Netherlands are discussed in the next subchapter.

4.2 Infosys in the Netherlands

Infosys in the Netherlands operates in the Amsterdam metropolitan area, Utrecht and Eindhoven. In November 2013, the company announced that Infosys BPO would open a new delivery center in Eindhoven, the Netherlands (Reuters 2014). The 120-seat center strengthens Infosys BPO’s global footprint and reinforces its position in Europe.

Infosys sees Europe “as a major growth opportunity. In order to ensure close contact with the clients, Infosys needs to be in close proximity to its current and future clients” (Netherlands Foreign Investment Agency 2013). With respect to that expansion, Infosys leverages the new center to deliver critical business processes such as finance and accounting and other high value services for its global clients, and provides end-to-end outsourcing services in Dutch, English, French and German. The company chose to set up the back office in Eindhoven due to availability of a talented workforce and a positive environment fostered by the Dutch government (Business Today 2013). This opening enables Infosys BPO to respond quickly and efficiently to client needs for accelerated solutions across the EMEA (Europe, Middle East and Africa) region. Altogether, it makes Eindhoven an ideal location for Infosys BPO’s new delivery center: the favorable business environment created by the NFIA (Netherlands Foreign Investment Agency), the Brabant Development Agency and Brainport Development, coupled with the availability of a highly competent and skilled workforce with multi-linguistic capabilities (Infosys 2013a).

The Eindhoven center strengthens Infosys BPO’s global footprint, reinforces its position in Europe, and serves as “a regional hub for Infosys BPO. It strengthens the

company's ability to cater to client needs across functions, languages, and time zones quickly and with greater flexibility. The team in Eindhoven plays a key role to accelerate innovation and transformation for Infosys's clients across industries" (Brabant Development Agency 2013).

The south of the Netherlands is an attractive region for Infosys. The cooperation with the Brabant Development Agency, based in Tilburg, which has a staff of 60, delivers additional doubts as to the willingness by Infosys to invest in the Northern Netherlands. With regards to the proximity of several other centers, it is worthy to note that Infosys has expanded its operations in Central Europe, also. A 400-seat facility in Brno was opened in 2007 (Infosys 2007) which provides both IT services to BPO's clients in Europe and a growing BPO Center in Poland. This center won the "Most Dynamically Developing BPO Center in Poland" award from Forbes Magazine. Infosys was recognized for high quality work and execution speed involved in transitioning Lodz DC from a transactional Business Process Outsourcing center to a high-end Knowledge Process Outsourcing (KPO) center (Infosys 2012b).

According to Forbes, major ICT companies have a presence in the Netherlands and more than 60 % of all Forbes 2000 ICT companies have established their presence in the Amsterdam area, including Microsoft, Google, Cisco, Tata, IBM, Oracle, Capgemini, Zarafa, and Infosys (Nuffic 2013). With regards to this statement, Infosys puts effort in getting new contracts. At the beginning of this year, Infosys bagged an approximately 100 million US\$ multi-year outsourcing contract from Netherlands-based courier delivery service TNT (The Times of India 2014). TNT Express, which focuses on Europe and connecting Europe with the rest of the world, has set a target to achieve 220 million in savings by 2015 through consolidating services, optimizing infrastructure, increasing productivity and reducing indirect costs. TNT Express is investing 200 million in infrastructure and IT until the end of 2015 to optimize and automate depots and hubs and in business supporting and customer IT, the company's website says. For instance, TNT Express is launching new online booking and payment tools to improve its customer interface technology. Logistics companies like UPS, DHL and FedEx have had outsourcing engagements with Indian IT vendors for some time now. Wipro has serviced FedEx and Cognizant and Infosys have provided IT services to DHL (The Times of India 2014).

Last year, Infosys has announced a major 4-year strategic partnership with COMMIT, a public-private research community in the Netherlands, to help create healthier societies across the World (Bloomberg 2013). COMMIT is a Netherlands use-inspired fundamental ICT research program based on a public-private partnership paradigm uniting academic research and (non-) profit organizations. Funded by the Government of Netherlands with 50 million € and with total revenues of 110 million €, COMMIT is the leading public-private ICT research community focusing on solving grand challenges in information and communication science for tomorrow's society. Ten universities, five technological institutes, and over

sixty small and large businesses participate in sixteen public-private multi-party projects. In the frame of the project, Infosys will bring its widely acknowledged technology leadership and financial investments to COMMIT's Sensor-based Engagement for Improved Health (SENSEI) project as part of a wider consortium of partners. COMMIT's SENSEI project aims to promote a healthier society globally through the use of an engaging smart phone application that enables users to exercise more efficiently. In the frame of the project, Infosys will draw on its proven technical expertise in sensor networks, complex event processing, security, and velocity data management to enhance SENSEI's smart phone application and ensure that it is as effective as using a personal trainer. The application delivers personalized coaching guidelines on a user's smart phone based on factors such as current vital statistics, exercise regime, long and short-term medical history, location, diet habits, and weather conditions. Infosys and COMMIT will collaborate to enable the application to access a wide variety of data sources beyond traditional exercise parameters such as mood recognition, speech analysis, and also social content analysis from the user's Facebook and Twitter accounts. These insights will be used to design a more accurate and effective fitness regime. The partners will work with specialist sports schools and experts from diverse fields such as human movement and media interaction professors, fitness coaches, and sports and nutrition professors in continuing to develop the solution. Infosys will also provide systems integration and overall program management for the project (Bloomberg 2013).

To conclude, as stated by consulting company Pricewaterhouse Coopers, Belgium is also seen as a gateway for Indian companies looking to invest in Europe. Belgium is at the heart of the wealthiest, most populous area of Europe. Its neighbors are France, Germany, Luxembourg, and the Netherlands and, across the Channel, the UK. Belgium has a large pool of highly skilled, multilingual workforce talent in which Infosys invests. Brussels, the capital of Belgium and administrative center of the European Union, is one of the most cost-efficient cities in northern Europe. Belgium offers attractive tax investment regulations and has a positive track record as an investment destination. Belgium has excellent infrastructure, including Europe's second-largest port in Antwerp, and it boasts of one of the densest networks of road and rail. Belgium is particularly successful in the logistics, automotive, pharma, engineering and chemicals sectors (Pricewaterhouse Coopers 2012).

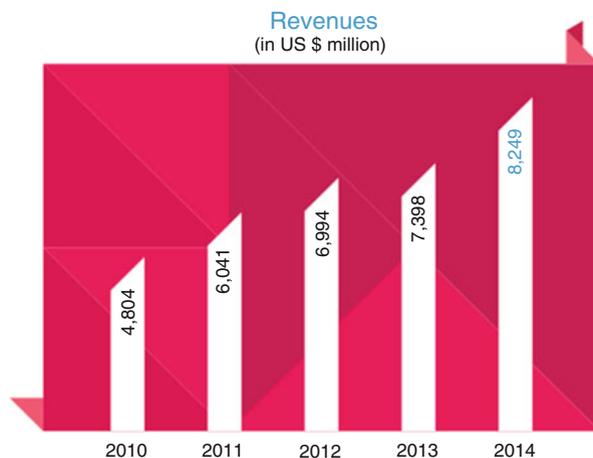
5 Conclusions

The possibility that Infosys will establish itself in the Northern Netherlands or will enlarge its operations here are relatively low. Having a well-established center in Eindhoven significantly decreases this chance. The availability of a talented workforce and a positive environment fostered by the government makes the south of the Netherlands an attractive destination for Infosys. The location of Infosys in the Netherlands is highly connected with talented workforce, and it is located in

Brabant, one of the most innovative regions in the world. The strategy at Infosys is to strengthen the value of all of the employees and constantly invest in developing their competencies. Infosys, being a global brand, might be potentially interested in the knowledge and experience in the Northern Netherlands region, but it would require several actions to be undertaken at the same time in the framework of the triple helix, by the government, industry and academia.

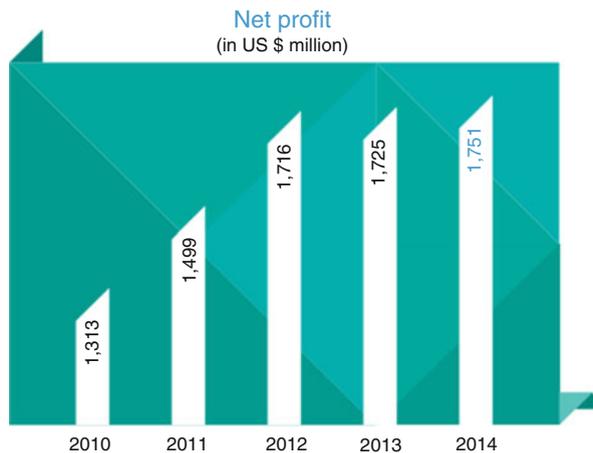
Appendix: Financial Snapshot

Revenue



(Infosys 2014b)

Net profit



(Infosys 2014b)

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