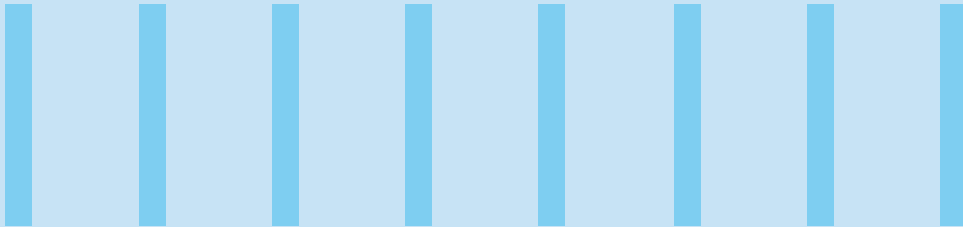




CATALYSTS OF CHANGE: GSIs STEER ENTERPRISES IN A DYNAMIC WORLD



Navigating the Sea of Change in Business: Understanding the Shifting Business Landscape

Disruption, uncertainty and turmoil frequently crop up in most business conversations today. The prevailing volatile environment characterized by *political instability* results in *economic upheavals* in many parts of the world, changes in *socio-cultural aspects*, growing awareness of *climate change* and a focus on *sustainable practices*, increasingly stringent *regulatory and legal frameworks* and a continuously evolving *technology landscape*. The impact on companies is significant and can manifest as complex supply chains, unpredictable revenues, shifting consumer preferences and attitudes, the need to align with evolving business models, or increasing focus on diverse and stringent compliance regulations.

Consider the technology angle. 5G, AI, edge computing, blockchain and AR/VR are some of the rising stars in the enterprise world, and they have indeed gained prominence within the last few years. Technology is constantly evolving, and we will likely see even more dramatic changes in the years to come. Thanks to these changes, enterprises must be extra vigilant about a corresponding rise in cybersecurity threats. Another critical aspect, especially with the rapid spread of AI, is gaining the all-important trust of users by ensuring the requisite guardrails for data privacy and security.

Clearly, a lot is happening in the external ecosystem, and enterprises need to take note and adapt accordingly. But that is not all – they will also need to ensure internal alignment.

Cultivating Change Within the Organization

As companies gradually digest the breadth and depth of shifts in the ecosystem, the emerging sentiment, according to many, is cautious optimism. On the one hand, they are determined to control costs and extract the maximum value from a volatile environment. On the other hand, they look to partake in new technologies or innovations through investments that will help them cope with increasing challenges and conduct their businesses better. This seeming dichotomy of pursuing an innovation agenda while “keeping the lights on” is crucial, and organizations must adopt a balanced approach without veering towards any one extreme.

Management guru Peter Drucker’s view, “Any transformation that forgets to put people at the center is destined to fail,” points to a crucial element to consider in an organizational context. As organizations evolve, their most valued resource – employees, also go through a fundamental shift, both in terms of their outlook and skills, to adapt to new technologies and start innovating. It will require a broader and cross-functional understanding of their role beyond the traditional and niche understanding they had earlier. It means people responsible for cost control must now collaborate with those anchoring innovation and new revenue streams.

Amid several existing challenges and many more emerging ones, it becomes difficult for organizations to catch up, let alone adapt. Here’s where experienced global systems integrator (GSI) can help organizations wade through the complexities while maintaining a steady balance between the diverse agendas of innovation and “business as usual” and simultaneously endeavoring to reskill the workforce as a standard operating model. At the same time, it’s equally essential for the GSI to have evolved significantly by embracing these changes to demonstrate this experience when engaging with clients.



Orchestrating Change in Business – GSIs, the Architects of Enterprise Evolution

Irrespective of the numerous changes inundating these companies, the core of GSI's operations remain aligned to the traditional tenets - People, Process and Technology. When organizations explore working with GSIs, they must assess if the GSI's organization has transformed itself. What must they look for? Infosys believes, the GSI must have adopted a "**growth**" mindset – striving to **grow team performance, momentum to go-to-market, collaboration and learning**. Here are some critical characteristics that GSI partners should exhibit:



Grow Team Performance

Established multi-skilled teams with breadth and depth in specific areas and new competency models to cater to these requirements. An Infosys "Future of Work 2023" study discovered that reskilling talent boosts profits¹. In addition, they must champion agile work structures that unleash the potential of micro-teams to deliver exceptional results.



Grow Momentum

Streamlined processes to ensure GSIs retain momentum when going to market or delivering services. Furthermore, GSIs must recognize that virtually all processes will undergo changes to make this possible.



Grow Collaboration

GSIs must partner with implementation, consulting, and software companies to expand capabilities and create new value. In short, a GSI must act as a partner integrator in addition to being a systems integrator in today's age of open collaboration.

Infosys has sound credentials in collaborating with an extensive external ecosystem comprising academia, software companies and many other relevant organizations to add client value. The Infosys Innovation Network (IIN) and Infosys Center for Emerging Technology Solutions (ICETS) epitomize our approach. IIN, supported by a global network of incubators, VCs, academia like MIT, and innovation hubs, links with the startup ecosystem to introduce innovative solutions to the client in a timely and relevant manner. ICETS acts as a beacon on the market to keep in touch with the challenges that clients face and identifies the right technology solutions to overcome them. Infosys then acts as an orchestrator for developing the right solution and roping in the right partner.



Grow Learning

With the continuous changes in the technology landscape, GSIs must not only reskill people on technology but also invest in updating their advisory and consulting skills. It's essential because advanced tools powered by AI like Microsoft 365 Copilot can take over many of the traditional responsibilities of developers by automating repetitive coding tasks, suggesting code snippets, debugging, and generating documentation. As a result, developers must acquire new skills to stay relevant.

While AI promises to enhance productivity, let's not forget the quintessential human touch to raise the thinking and creativity bars. Factors like soft skills and empathy, which are essentially human traits, are key to deriving the 'art of possible' for businesses. Paradoxically, in the age of digital advances, humans are at the core of everything, that helps companies steer their way out of a demanding business environment.

GSIs who have transformed themselves can be a vital cog in the wheel by offering a power-packed team of advisors, designers, and technical consultants who can combine their different skills to explore various possibilities in the client's context and produce the best solution. What's more – this fusion team can transplant best practices based on experience from other organizations and offer exponential value.

¹The Future of Work Report 2023 | Infosys

The Agile Mindset: A Blueprint for GSIs and Enterprise Success

The Greek philosopher Heraclitus' prophetic words "change is the only constant" is most appropriate today. In today's dynamic landscape, fueled by the persistent evolution of technology, change is the fabric of our existence, and adaptability is necessary for survival and success. This is particularly relevant for GSIs. As businesses traverse the disruptive landscapes marked by technological revolutions, internal metamorphosis, and external uncertainties, GSIs are expected to be the chief architects of enterprise transformation. They will be able to live up to this role only after they truly internalize the changes in the macro environment. As organizations, small and big, continue to scout for strategic partners that can drive meaningful transformations, a select few GSIs operate with an agile mindset but with an equal emphasis on human-centricity, with consistent investments in newer technologies and expanding partner network - playing an instrumental role in shaping enterprise evolution in the coming years, powered by human-centric innovations.

About the Author

Sachin Bery

Sachin has more than 25 years of diverse industry and IT experience, with a deep focus on helping client succeed in their digital initiatives leveraging Microsoft Business Apps, Modern Work and Power Platform solutions. He spearheaded the incubation of both the Microsoft Dynamics and Infor practices at Infosys and worked towards driving them to growth, demonstrating his entrepreneurial spirit and market foresight.

Sachin has global exposure in delivering solutions across domains, verticals, markets, and technologies. He has successfully program managed and delivered ERP & CRM consulting, implementations and rollout programs for clients spread around the world. Currently, he drives new business acquisition, evangelization of industry solutions to solve client challenges, defines & manages global go-to-market strategies, and fosters key strategic alliances for Infosys Microsoft practice. He plays a pivotal role in bringing new offerings to market, building high-performing teams, and fostering knowledge sharing within the industry.

Sachin's expertise spans across delivery management, consulting, pre-sales, solutions design, and global go-to-market strategies. He is also very passionate about knowledge sharing and industry evangelism, something which he brings to life in his monthly MTW (month that was) sessions and newsletters.

Sachin is a sought-after keynote speaker and a true evangelist for Business Apps and Modern Work adoption.



Infosys Cobalt is a set of services, solutions and platforms for enterprises to accelerate their cloud journey. It offers over 35,000 cloud assets, over 300 industry cloud solution blueprints and a thriving community of cloud business and technology practitioners to drive increased business value. With Infosys Cobalt, regulatory and security compliance, along with technical and financial governance come baked into every solution delivered.

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