

Infosys—Enabling Digital Transformation in China

印孚瑟斯—助力客户数字化转型升级

—— Interview with Mr. Prabhat Kaul, Associate Vice President, Infosys and Head of Sales, Infosys China

—— 访印孚瑟斯有限公司助理副总裁兼中国区销售负责人 Prabhat Kaul 先生

当一个行业结构在市场中表现为金字塔时，耀眼的塔尖不仅是高利润的代表，更是该领域产品技术和市场的领导者。世界著名的全球咨询信息技术服务提供商——印度印孚瑟斯 (Infosys) 集团就是该行业中处于塔尖地位的一个代表。Infosys 作为全球咨询信息技术服务提供商，为全球客户提供咨询、模式化全球采购、行业解决方案、技术架构和设计、BPO 服务、质量和测试服务等一系列服务。

随着中国经济的快速发展，印孚瑟斯也在 2003 年开始布局中国市场。印孚瑟斯技术 (中国) 有限公司是 Infosys 有限公司的全资子公司，成立于 2003 年，总部坐落于中国上海。自建立之初，Infosys 便立志在中国成立世界级研发交付中心，为客户提供咨询和信息技术服务。Infosys (中国) 通过提供业务咨询、技术、工程和外包服务，帮助客户建设未来型企业。15 年深耕于中国市场，让印孚瑟斯中国的业务不断成长壮大，抒写了印孚瑟斯在中国的成功篇章。

2018 年，中国改革开放 40 周年之际，本刊记者再次回访了印孚瑟斯有限公司助理副总裁兼中国区销售负责人 Prabhat Kaul 先生。学识渊博的 Prabhat Kaul 先生，有着良好的教育背景和业内工作经验，先后在印度、德国、瑞士等国家工作，有着丰富的国内国外管理经验。从业 26 年的 Prabhat Kaul 先生带领着他的中国团队在大数据时代助力客户数字化转型升级，为他们在大数据时代背景下完成新的超越和创新。

Prabhat Kaul 先生很健谈。我们的话题首先从印孚瑟斯全球以及中国布局开



印孚瑟斯有限公司助理副总裁兼中国区销售负责人 Prabhat Kaul 先生
Mr. Prabhat Kaul, Associate Vice President, Infosys and Head of Sales, Infosys China

始，他首先介绍说：“1981 年，印孚瑟斯由 7 名印度工程师 250 美金开始创业。1992 年，随着印度经济的开放，印孚瑟斯和印度一起腾飞，印孚瑟斯引领了全球交付模式 (Global Delivery Model)。如今，印孚瑟斯 2017 年市值达到 4000 亿美金，营业收入 109 亿美金，拥有全球员工 20 多万人。说到中国布局，我们是 2003 年为了服务国际客户而进入中国市场并落户上海。最开始，我们起到的是培育人才和市场的作用。我们甄选优秀毕业生，培养他们，将他们送到印度去做交流，对中国的 IT 行业尽了一份绵薄之力。近年来，我们的业务和当年有了很大的变化。目前，我们的 50% 以上的客户来自中国本土。深耕本土市场，

和中国的企业建立长期战略合作关系，是我们当下乃至未来的长远目标。我们在上海闵行紫竹园区投资 1.5 亿美元兴建自己的园区，就是为了更好地服务于本土客户。”

改革开放 40 年来，中国各方面都取得了很大的成功，印孚瑟斯



□记者 李莉 刘新洁



2002 年 1 月 17 日，时任国务院总理朱镕基访问位于印度班加罗尔的 Infosys 总部园区

也跟随着中国的节奏不断发展壮大。印孚瑟斯中国借母公司首创的全球交付模式 (GDM) 和丰富的实战经验，为中国的国际以及本土客户提供广泛的服务，涵盖商业及技术咨询、应用开发、系统集成、产品工程、软件开发、系统维护、工程再造、独立验证测试、IT 基础架构服务和业务流程外包；与此同时，印孚瑟斯持续专注于垂直行业的知识，满足客户独特的信息化需求。

今天的时代是移动互联网、大数据、云计算时代，企业如何转型才能更好的适应市场需求，如何帮助客户转型升级，正成为印孚瑟斯重点考量的问题。

“我们本身就是 IT 服务咨询商，自身也在做数字化转型，并帮助客户踏上数字化转型之路。我们面临挑战来适应这个技术。我们本身就是技术的创造者。帮助客户实现智能和自动化是我们全球的重点战略。我们提出了一个战略：Navigate Your Next - 领航下一次浪潮。为了实现这个战略，我们落实到具体的做法主要体现在四个方面：一是大规模地实现敏捷数字化 (Agile digital at scale)；二是用机器学习、自动化等新技术激活核心系统 (AI-powered core)；三是要再培训员工 (Always-on learning)，更新他们的技能；四是本地化 (Localization)，聚焦本土市场。目前，我们在全球 50 多

个国家都有运营，而在中国，帮助中国企业走出去是我们的强项。” Prabhat Kaul 先生为本刊记者分析了新时代背景下印孚瑟斯的战略转型。

在人们的印象中，印度企业先天在 IT 产业就具有创新和专注的基因，依靠其独到的产品开发、优秀的产品质量赢得世界的声誉。谈到印孚瑟斯的创新，Prabhat Kaul 先生分析说：“我们帮助客户不断提升自动化系统，让他们的流程更加自动化、智能化。比方说，在呼叫中心，我们通过自动化流程取消很多人工流程，更加精准、高效。另外，我们目前谈到的大数据。数据的本身是庞大芜杂的，真正的价值是如何处理和运用这些数据。印孚瑟斯帮助客户做分析引擎，通过数据提取洞察，帮助企业做业务决策。这就

是我们服务创新的价值所在。”

在整个采访过程中，给记者留下深刻印象的是 Prabhat Kaul 先生丰富的业内管理经验以及睿智的思维，中国 IT 产业的快速发展，中国企业的转型升级带来的数字化产品升级换代，这些都给了印孚瑟斯更多的发展空间。面对时代给予的机遇，专业、专注、严谨的印孚瑟斯将不断提升自动化及智能化的一体化效率，助力客户实现转型升级。在谈到未来的发展计划时，Prabhat Kaul 先生充满信心地表



示：“创始人在创立印孚瑟斯之初，就希望它成为全球最受尊敬的企业，这些尊敬来自于社会、客户、员工等方面。据预测，中国 IT 市场规模在 600 亿美元，增长速度会达到 15%。未来，我们的目标是比平均增幅 15% 高出 5%，也就是达到 20% 增幅，除了营业额以外，我希望在中国可以成为行业的标杆，建立卓越中心 (CoE)，并希望在中国能够有一两个技术达到国际尖端技术水平。”

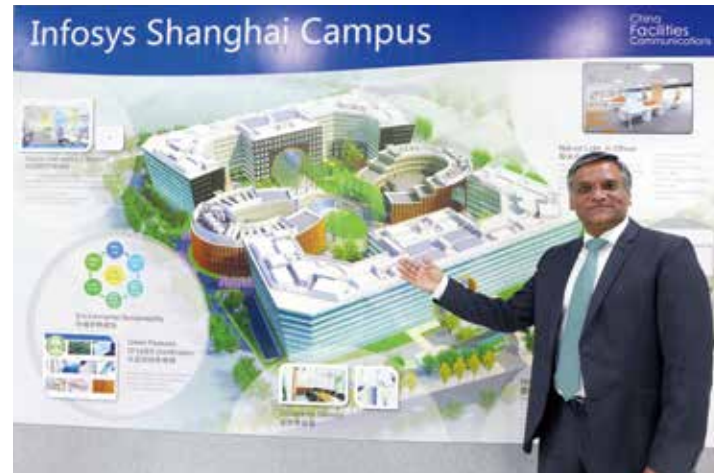
欲穷千里目，更上一层楼。我们希望印孚瑟斯能继续领跑中国 IT 产业，为中印两国经济交往做出新的贡献。

A corporation stands out at the top of the market pyramid when it is able to both lead its market and generate a sustainable profit. Infosys of India, a globally renowned consulting and information technology service provider, is one such company. Infosys offers its clients across the world a wide range of services and offerings, from business consulting and BPO to technical system design, and bespoke software, to name just a few. Infosys' story and its entry into China is representative in many ways of China's growth and change during the 40 years of opening up and reforms.

Infosys entered the China market in 2003, setting up Infosys Technologies (China) Co., Ltd— a wholly-owned subsidiary of Infosys, headquartered in Shanghai. By then China's rapid economic growth was well on its way and Infosys set a goal to establish a world-class R&D delivery center in China geared to provide consulting and information technology services to its clients across the world. 15 years since first taking root in Shanghai, Infosys China has since bloomed to be a poster boy of an MNC in China.

On the occasion of the 40th anniversary of China's reform and opening up, our journalist paid a visit to the company's brand new Zizhu park headquarters to speak with Prabhat Kaul, Associate Vice President, Infosys and Head of Sales, Infosys China.

In a number of ways Prabhat himself is a living symbol of Infosys' global footprint. He has experience of working in India, Germany, and Switzerland. A veteran of this business



印孚瑟斯有限公司助理副总裁兼中国区销售负责人 **Prabhat Kaul** 先生
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share the Infosys story with me, which its own history nearly as long as China's opening up and reforms period. "In 1981, Infosys was founded by seven Indian engineers who cobbled together the US\$250 that was needed to register the business. The company grew, slowly, but it was around 1992, a milestone year in India's own economic opening up, when the company's fortunes truly took off, with Infosys pioneering what is now known as the Global Delivery Model (GDM) to provide a wide range of services to international clients.

Fast forward to today, Infosys has a market capitalization of US\$400 billion as of 2017, generating annual revenue of US\$10.9 billion employing more than 200,000 people worldwide. Prabhat then turns to China: "we entered the Chinese market in 2003 and headquartered in Shanghai in order to serve international customers. At the beginning, we played the role of a talent developer—a core tenant of the IT industry. We selected outstanding graduates, trained them, including stints in India, built their skills to get them to the best shape possible to succeed in and contribute to China's IT industry". He adds, "in recent years, our business has changed a lot. Most notably, more than 50% of our clients are from China. Building roots in the local market through establishing long-term strategic partnerships with Chinese companies was our long-term goal at the start. Our numbers today show that this is now paying off and we intend on doubling down on this further, especially as Chinese companies are increasingly going global. The best show of our faith in the market? We invested US\$150 million to build our own campus in Zizhu Park, Minhang District, Shanghai, to give us the capacity to scale up our operations considerably."

Over the past 40 years of reform and opening up, China has achieved considerable success in a number of areas, technology has played a big part and Infosys' growth—built on

for 26 years, Prabhat Kaul is leading the team in China to help clients take advantage of the best available technology and innovate in their respective industries, and ride the digital transformation wave. Sitting in the main boardroom on the top floor overlooking the IT park, Prabhat opened up to me to

helping Chinese companies in a range of areas such as technical consulting, application development, systems integration, product engineering— is very much a part of this.

Today is the era of mobile Internet, big data, cloud computing and digitalization. How central is this to Infosys?

"We provide both the business advice, as an IT service consultant, as well as then as a technology creator help our clients embark on the journey of digital transformation. Helping customers achieve intelligence and automation is our global strategy; hence our newest motto: Navigate Your Next. To realize this strategy we have implemented specific practices in four aspects: first, achieve agile digital at scale; second, activate an AI-powered core by using new technologies such as machine learning and automation; third, enable staff to continuously learn and update their skills; and finally, localization, i.e. focusing on the local market. We operate in more than 50 countries around the world therefore we believe helping Chinese companies go global is our strength."

Prabhat cogently analyzed the strategic transformation of Infosys in the context of the new era. It is well known that Indian IT companies are innovative, particular in unique product development and quality. When talking about the innovation of Infosys, Prabhat says, "We help our customers continuously upgrade their automation systems by automating more of their processes and adding intelligence. For example, in call centers,



we automated several manual operations with results that are more accurate and efficient. The real value in the so called 'big data' that we talk about is in being able to process and extract insights from large volumes of unstructured data. This is where Infosys steps in to help clients to collect and extract insights from Big Data using bespoke analytics engines we develop in-house. This is one simple example of how we

deliver value to our clients through service."

During the course of the interview, the journalist was deeply



impressed by Prabhat's very evident vast managerial experience and know how. The rapid development of various industries in China and the need to adopt digital transformation has created more space for Infosys to grow into. Blessed with this unique opportunity window, Infosys, with its expertise and global know-how will continue to infuse automation and intelligence into more companies. When discussing future development plans, Prabhat Kaul exclaimed with confidence: " It is predicted that the size of China's IT market will be \$60 billion with the growth rate reaching 15%. Our goal is to achieve a 20% increase, 5% higher than the average growth. Going beyond turnover, I hope we can become a benchmark in the industry. We expect to establish Center of Excellences (COEs) in China for several advanced technologies which we envision will be at the forefront of the industry in the world."

The higher you reach, the further you see. We sincerely hope that Infosys can continue to play a leading role in in China's IT industry and Sino-India economic exchanges.