



Infosys  
**CONFLUENCE**

THE POWER OF 5 –  
ACCELERATING DIGITAL  
BUSINESS PROCESS  
TRANSFORMATION

## Panelists:



**Kristin Russell**  
President, Global  
Services, Arrow  
Electronics



**Maureen McKinney**  
General Manager  
Operations,  
Microsoft



**Mike Cook**  
Managing Director,  
Service Enterprise, BT  
Enterprise



**Peter Kropik**  
Vice President,  
Customer & Product  
Support & Chief Digital  
Officer, Honeywell  
Aerospace

## Moderator:



**Kapil Jain**  
SVP, Global Head, Sales & Enterprise Capability,  
Infosys BPM

The outbreak of COVID-19 took us by surprise in more ways than one. Nevertheless, all of us as an industry rose to the challenge and tackled it with speed and accuracy. The pandemic has definitely challenged us, but it has also opened up vistas to learn and grow. Who would have thought we could enable 100% of people to work from home? Who could have imagined shifting a chunk of inbound calls to messaging services? In retrospect, there was hardly any time to think or imagine. It was a fight to survive. We had to execute, and we executed well.

Now it's time to take stock of the learnings we have gathered from the experience and collectively find ways to keep up the momentum. We used our existing digital capabilities very well to stay connected with clients and teams, motivating people to stay fit and communicate empathy in general. All along the way, we haven't lost sight of innovation either. Over a third of the UK population agrees that they have discovered new skills they will keep using after the lockdown. We as organizations have also found new skills that will help us sustain in the long-term.

The virtually-conducted **Infosys Confluence** brought together an imminent set of panelists, to understand and learn from their experiences. All agreed – there's no going back now. The changes impacted by the pandemic are here to stay for a long time to come. There are certain creases to be ironed out still. **Kapil Jain, SVP and Global Head of Sales & Enterprise Capability, Infosys BPM, spoke to Kristin Russell – President, Global Services, Arrow Electronics; Maureen McKinney – General Manager Operations, Microsoft; Mike Cook – Managing Director, Service Enterprise, BT Enterprise; and Peter Kropik – VP, Customer & Product Support, and Chief Digital Officer, Honeywell Aerospace,** to understand how. Excerpts from the panel discussion:



**Maureen, Microsoft's mission is to empower every person, every organization on the planet to achieve more. You maintained that goal even in a crisis. How did you accelerate the digital business process transformation, while you were helping your clients – both, in B2B and B2C – stay relevant and connected?**

**Maureen:** I think the biggest point that I would make is about community. It takes a world to cooperate to make a community, such that our first responders, our care individuals, our schools, our governments, our hospitals, can all function. That can only happen with collaboration and partnership between companies, industries, and governments.

We started experiencing disruption right in January when our China facilities were impacted. It progressed beyond China and by March it was all over the world. It really was a time for us to be brutally honest with each other. I have to say here that we have had our best partnership with Infosys, which is one of our key partners. Being clear and precise about what our mission is, what our point-to-point command is. We worked together. That allowed us to be on top of the crisis.

We were also fortunate that we were well on our digital transformation journey much before the pandemic struck. It allowed us to take what we have learned and give it to a lot of other people in the community so that they can function. I'm very proud of how we work together. And I think it's going to change the paradigm of the future. No longer is it going to be just about what we can do. It's about what we can do collectively.

**Mike, let me ask you the next question. BT was responsible for keeping UK alive – enterprises, homes, residences – in terms of increasing bandwidth, capacity, and emergency services. How did you manage the mammoth task and what would be your key learnings?**

**Mike:** What you described was a very real situation. We had requests coming in from millions of customers at the same time. We had to mobilize our own workforce across over 80 locations in the UK to work from home, and enable the full spectrum of services. We had to make sure that we were able to sustain all the mission-critical services and enable businesses of our clients as well. In those early days of mobilization, we were getting thousands and thousands of change management requests. We were doing hundreds and thousands of call-diverts on alternate lines to make sure everyone was operational.

I think the key learning for us was simple. Quick decision making. We took a stand early on that standard processes are not going to be sufficient in terms of meeting the overall ask. I think the other key thing for us was that we didn't have a choice, so we had to make some bold decisions. One of the directors came to me and said, we are going to switch over all of our call centers and we are going to go on to WhatsApp. It took a couple of weeks, but the transition paid off. We recorded over 20-point increase in the Net Promoter Score and customer satisfaction. Customers loved it.

We have leveraged these learnings and put down as a principle that we are not going to turn back. If we do, we are going to lose the game.



**Peter, let me ask you this – From keeping planes flying, having futuristic solutions such as cleaning aircraft with ultraviolet lights; setting up factories across countries to produce N95 masks, Honeywell has had a phenomenal set of achievements. What factors helped you achieve what you did? Would you say the pandemic has increased the risk-taking appetite of organizations?**

**Peter:** The pandemic definitely accelerated a lot of decision making. But one of the key things that helped us through this was that technology and digital transformation has become a core element driving Honeywell for quite a few years now. So, we were able to build on the existing foundation. We were able to transition quickly in a number of different areas. From an internal perspective, our partnership with Infosys helped us to move almost 500 agents seamlessly from the office to home within 72 hours, with centralized systems to suit the situation.

A lot of folks have been setting up standardized systems and tools, as opposed to having multiple offerings until a few years ago, which helps maintain business continuity in a disruptive environment. And so, we worked around, rationalized the software environment, and standardized the toolsets. The question is, how do we then enable the larger organization to move towards a common goal. How do we see where our opportunities are? We were able to solve a lot of it in the last six months with automation opportunities that we would not have seen before.

We reinforced the fact that it is all about stitching together customer experiences from an engineering perspective. We started looking at the customer perspective and internal capability. How do we start to integrate technologies and how do we drive it in a very different environment? Innovation was key. Sourcing feedback from across the organization was also important to drive these opportunities. The feedback was, and the leadership agreed, to double down on investments in digital innovation. And we will continue to invest beyond 2020.



**Kristin, Arrow has a five-year perspective on how the future might look. Has that time frame shrunk given the accelerated digital transformation impacted by the pandemic? Do you think perhaps you can achieve in three years, what you set out to achieve in 5 years?**

**Kristin:** There are two truths that we know from looking back at the crises in history. First is that crises, as difficult as they can be, can also lead to innovation. Second is that crises don't tend to create brand new trends, but rather they accelerate the trends that are existing in the market. Talking about the current crisis, certainly, the pandemic accelerated digital transformation and we had to react a lot more quickly.

What I think is interesting about digital is that it is distance agnostic. There is a universe to explore when it comes to digital transformation. We have used technology effectively when we could not meet. We used technology to really reach that distance through digital technology transformation. Five Years Out is where what's possible meets what's practical. And we bridge this gap for our customers.

Internally, the pandemic has changed the way we think. We are starting to rethink the whole environment and ecosystem. And for me, what's important is that we learn from this period and sustain it with the right governance, and guidelines. Also, I always like to say, the right gut, which advocates for agility and responding to what's relevant today and what we can operationalize beyond the pandemic.

**Microsoft has committed to upskill 25 million people in new digital skills; BT has also said it will train 10 million people in the emerging technologies. I want to ask all of you, how did you manage to communicate well while working virtually? How did you keep the employees engaged, and calm, particularly the younger population, working in multiple geographies; onboarding new folks, ensuring the culture is not lost?**

**Mike:** The key thing we found was constant collaboration, daily check-ins, and making sure not only safety but also the inclusivity of employees. It's quite interesting to have a number of new people join who have never ever set foot in the office. Paradoxically though, they have probably met more people than we have being in office. Collaboration is the foundation that has made it possible. We also leverage such tools to encourage people to use downtimes to travel or do something other than work. We assist them in online learning and self-development programs also.

**Kristin:** Mike said some really important points there. I think we have used this time to amplify learning, as well as in honing empathy. Being vulnerable is important, and in some ways, we have seen an acceleration of relationships in the last few months. This need to talk about the importance of diversity, which is about celebrating how we are different and making sure that people feel they belong. It is difficult, especially during this time, but it's a huge opportunity for us to think about these as imperatives in the core values and missions of our companies.

**Maureen:** The pandemic has brought everyone to a level playing field. We have to recognize that. We have a choice about how we really want to be going forward. We must make a good choice and determine the best version of ourselves. So, if it's not good one week, that's okay, that's a reality. But I am going to think about what my best version would be if I want to project positivity, and then introspect about what am I going to do differently next week? Because people do look for stability from the top.



**Peter:** I think it is about breaking social norms. We are really putting the world back together and putting businesses back together. The communication channels the pandemic has opened up, how do we sustain those? Quite honestly, I have seen that we are more connected with the clients than ever before. I reckon it is because the pandemic has re-conditioned our need for physical proximity to carry on a business.

**Thank you all for sharing your valuable insights. As we end this discussion, one thing is for sure – that collaboration is key. The esteemed panel, who collectively touch roughly 3 billion lives the world over, relied on it to tide over the crisis. And quite successfully so. As all panelists indicated, the situation demanded partnerships and collaboration between different stakeholders to determine the veracity of a solution before application. I agree. Technology, without the backing of a clear business case, becomes a science project.**

**How we take this crisis as an opportunity to recreate a new reality with sustainability at its center, will decide our future course. For instance, some of the best things are being done using AI, which is helping us use the infrastructure more judiciously. Quoting Maureen to sign off, we have to leverage the crisis to create an opportunity for remaking the world and “find the best version of ourselves.”**

For more information, contact [infosysbpm@infosys.com](mailto:infosysbpm@infosys.com)

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