

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Infosys BPM excels in many of the criteria in the customer experience outsourcing services space.

AWARD CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

Shifting the CX while Maintaining Business Continuity: The Challenges

Organizations partner with customer experience outsource (CXO) providers to perform call handling services, including over-the-phone technical support and customer-self-service processes using voice response or web-based applications. Outside suppliers specialize in handling high inbound and outbound call volumes for customer care and help desk services. Services involve handling interactions through telephone, email, chat, web, and social media touchpoints in a contact center setting. Frost & Sullivan research identifies that business uncertainties and pressures to reduce costs and increase efficiency and effectiveness are driving demand for outsourced services.

In 2020, the COVID-19 pandemic forced outsourcers to quickly shift their workforce to work-at-home agents (WAHA) with social distance regulations and lockdown protocols set in place. WAHAs provide benefits to outsourcers that include savings on office space costs, building utilities, and faster hiring of available workforces that could not commute to physical work locations. However, the abrupt WAHA transition required outsourcers to accommodate employee (agent) support with migration technology such as equipment deliveries, cloud-based solutions, enhanced security for remote access, and new training/onboarding for workforce management tools.¹

¹ *European Customer Experience Outsourcing Growth Opportunities* (Frost & Sullivan, November 2021)

The agent experience is a key factor in delivering customer satisfaction. When calling support lines, customers are not only looking for an answer, but an outcome to their problems. Often, involving other departments, ends with more time spent resolving issues, building frustration between the agent and the customer. Moreover, the COVID-19 lockdowns and the uptick in cloud-based platform transitioning

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**- Steven Lopez,
Best Practices Research Analyst**

caused outsourcers and organizations’ customer base to adapt quickly. Many companies lack preparedness during the shift to digitalization; CXOs are key partners to support such transformation. Moreover, digital transformation efforts need to ensure that customer experience (CX) processes remain agile, flexible, and scalable.

Today, customers are more digitally savvy than ever before, and the continuous need for digital connectivity will remain a trend. Also, the need for solutions integrated with capabilities, like artificial intelligence (AI) and machine learning (ML), will grow.

CX providers need to develop solutions with engaging

customer interactions. Solutions that ease the workforce transition for agents and provide them with the necessary tools to enhance the CX will increase efficiencies and retention rates for both the agent and the customer.

Delivering a Comprehensive CXO Model to Navigate Digital Transformation

Founded in 2002 and a global leader in next-generation business process management (BPM), Infosys BPM (Infosys) customizes its services to reshape the CXO landscape and meet customer requirements. The company differentiates itself from competitors with its operating model that focuses on establishing a human connection during communication between customer care agents and customers. Infosys understands that the CX is about humanizing the relationship between the business and their customers; thus, it adapts to various needs and contexts, filling in any communication gaps. The company’s CXO services model efficiently responds to multilingual support requirements using robust back and front office automated self-service capabilities and its skilled multilingual agents providing a full range of customized services for organizations. By enabling agents to understand customer behavior, Infosys enables organizations to transform their customer support practices with digitization, cost optimizations, CX improvements, and revenue enhancements.

In 2020, Infosys announced a partnership with Vanguard to deliver a cloud-based recordkeeping platform. The platform helps deliver better insights with AI-enabled analytic capabilities and enables personalization to approximately five million participants and 1,500 sponsors. Leveraging Infosys, Vanguard improves visibility towards participant behaviors and enhances operational support.² Infosys makes it possible to move from a single channel into a multi-channel approach. Moreover, multi-channel compatibility enables organizations to dictate the channel of their choice, using personalized services.

² <https://www.infosys.com/newsroom/press-releases/2020/digital-transformation-defined-contribution.html> (accessed November 2021)

Another notable partnership for Infosys is with GoogleCloud. The company helps to design and develop cloud transformation and migration services. By offering solutions and services on GoogleCloud, Infosys helps to create a scalable demand cloud model, ideal for an organization as their workforce transitions to working remotely. Infosys collaborates directly when it comes to partnerships and client acquisitions. Working directly with customers to help them choose which solution and technology implementation will work best for them helps support teams navigate through the digital transformation and provide a well-supported end-user experience.

A Unique Approach that Benefits Enterprises and their Agents

Infosys' Strategy Consulting model gives the company a unique approach to developing an unmatched service experience. This model includes technology expertise, domain business services, and human experience services. The result is a value-based commercial service model that creates an enhanced service experience and drives user engagement and customer adoption for digital operation tools. Infosys' differentiated service experience includes:

- Persona Driven Support
- Upskill and Reskill Learning
- Pre-emptive Self-healing
- Address Unstated Needs
- Analytics-driven Operations
- Hyper Automation

Organizations' benefits include predictable operations, higher efficiency, reduced costs, and revenue increases. Infosys' services empower agents and enable them to benefit from minimized problem-solving efforts, a better experience, personalization that helps efficiency, and anytime connectivity.

In January 2021, Infosys announced the launch of Infosys Cortex, its AI- and cloud-based customer engagement platform that is part of its Cobalt platform. Cortex humanizes the CX, empowers agents, and pushes intelligent operations to new heights. Cortex uses AI to transform contact center operations, enabling agents to communicate proactively with every customer. Powered by GoogleCloud, the platform extracts and converts microdata from customer interactions and relays information to the agent as insights in real-time. All agents, whether a new hire or seasoned representative, benefit from Cortex, allowing agents to learn and grow their insights and support abilities. The platform allows agents to help customers without interrupting the communication channel by recognizing customers' intent and recognizing their moods. These capabilities revolutionize customer care entirely; agents address a customer's problem 40% faster than traditional customer success management platforms and simultaneously improve agent performance by 30%.³ Moreover, training helps humanize the CX, enables agents to grow accustomed to the shift to remote work, and creates a hybrid workforce through the balance of human and automation best practices.

³ <https://www.infosys.com/newsroom/press-releases/2021/cloud-first-customer-engagement-platform.html> (accessed November 2021)

Delivery Value: Connecting the CX toward Meaningful Outcomes

Infosys leverages next-generation technologies (AI and ML) to enhance business performance for its clients. The company's team of skilled digital business experts customizes each CX with its digital process framework that provides customers with transparency using credible information that leads to higher sales in the future. The company's Nia AssistEdge is an automation platform that enables AI capabilities that enhances chat support and provides a smart user environment unified desktop with robotic processing automation (RPA). Infosys' Robotics platform enhances efficiency, effectiveness with RPA, and bot-driven operational excellence and savings.⁴ The company developed voice-based support from client

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feedback that indicated having an agent's preference for chat-based conversations. The company improved its features for customers to benefit from process standardizations, reduced call volumes, and enhanced customer satisfaction scores (CSAT).⁵

Infosys gathers feedback from end-user-focused CSAT and Net Promoter Score (NPS) assessments. Low scores in areas help the company pinpoint gaps in service that require attention and allow it to outline a plan using

actionable insights. The company enforces a three-tiered governance framework for capturing and implementing customer feedback that involves daily, weekly, monthly, and quarterly meetings spread across team leads, managers, and senior leadership.

The company focuses on the importance that customer success is a result of effective customer support. Creating valuable outcomes for the customer helps Infosys develop lasting effects for it in return. Customers can expect quality outcomes, including speed-to-market, improved return on investment, reduced cost-to-serve, revenue increases, and positive NPS scores. Infosys builds on providing specialized services and magnifies the importance of uncovering the future of call centers. The optimal agent experience helps to create a better CX than traditional customer success management platforms. Over the last two years, Infosys noted the increase in technical and customer support success for sectors such as telecommunications (with fifth-generation connectivity), financial services, banking, and e-commerce. Given this evolving transition in connectivity, the expectations for efficient and effective customer interaction handling from contact center agents are skyrocketing. Frost & Sullivan applauds Infosys on its commitment towards enhancing the CX and developing unique and advanced models that align with the digital transformation.

⁴ *European Customer Experience Outsourcing Services Market, 2020* (Frost & Sullivan, July 2020)

⁵ Ibid.

Conclusion

Infosys enhances the customer experience (CX) with unique solution and service models that align with digital transformation. These models provide customer care agents with state-of-the-art technologies that increase their capabilities and enhance their own experience. The company's proprietary cloud-based solutions enable the process of delivering valuable outcomes to customers, with robust capabilities through the balance of humanizing the CX. Infosys' platforms enable agents to address caller inquiries faster and gain insights using artificial intelligence and machine learning capabilities that empower agents while they communicate through telephone, email, chat, web, and social media touchpoints with customers, alleviating frustration in the process. The company allows its customers to customize their services, enabling effective recruiting and training methods and efficiency with solid automation and self-service solutions that adapt to customer needs. Infosys differentiates from competitors by unveiling an operating model based on humanizing the CX, developing human relationships, and adapting to various needs and contexts. With its strong overall performance and innovative services, Infosys earns Frost & Sullivan's 2021 European Customer Value Leadership Award in the customer experience outsourcing industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Award recognizes the company that offers products or services customers find superior for the overall price, performance, and quality.

Best Practices Award Analysis

For the Customer Value Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

Financial Performance: Strong overall financial performance is achieved in terms of revenues, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Commitment to quality and to customers characterize the company culture, which in turn enhances employee morale and retention

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

