



WHITE PAPER

Shaping Corporate Learning And Reskilling With Infosys Wingspan

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The Infosys logo, consisting of the word 'Infosys' in a blue, sans-serif font. The 'I' and 'S' are slightly larger than the other letters.

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INFOSYS LEX & WINGSPAN ELEVATE THE LEARNING ECOSYSTEM

Organizations need to prepare their employees in order to overcome the uncertainties and complexities that shape our world. This is easier said than done in a world where companies have to deal with a multi-generational workforce (spanning in extreme cases from the Silent Generation to Gen Y and Z), new work models, fast-paced digital evolution, and economic uncertainties.

Training staff and keeping internal capabilities up to speed is difficult in this scenario, but learning experience platforms (LXP) have proven to be of help. Just like the more dated learning management systems, LXPs are used to produce, manage, and deliver employee training. LXPs can be filled with content created by administrators while also hosting external content. LXPs also imply a strong social aspect. Collaborative learning, coaching, and mentoring are encouraged and enable employees to get in touch with peers and experts. Additionally, along with curated content, learning experience platforms rely a lot on gaming elements. The system can store progress and performance records of individuals and courses, thereby giving a clearer view of the success of learning initiatives.

These advantages have persuaded the IT specialist Infosys to build its own LXP, Infosys Lex. Initially, the platform was conceived for internal purposes only, but driven by customer interest, Infosys decided to launch a version for its clients, called Wingspan. When developing Lex and Wingspan, Infosys kept the importance of agile and continuous learning in mind and decided to combine the capabilities of different technologies and applications. For example, AI and machine learning are able to recommend content based on past user behavior, learners can compile learning playlists, instructor-led training can easily be organized and enriched with live polls and quizzes, and more. All this is possible thanks to Infosys' proprietary software tools (e.g., Meridian, Schedulo, and Konnect), that act as add-ons to Wingspan and can be fully integrated into the LXP according to clients' needs, as was done for the German tech company Siemens in 2020.

Lex and Wingspan have continued to evolve ever since. As new technological capabilities have arisen, Infosys has integrated additional functionalities to enhance both platforms and provide new services to their own employees and clients alike.



BUILDING THE RIGHT LEARNING CULTURE

The talent shortage was already foreseeable before the pandemic even started, and the lockdowns and other measures that were taken to block the spread of the coronavirus have made it more difficult to transfer knowledge. This had led to a wave of young employees who recognize gaps in their abilities. Consequently, and considering the notion that technological innovation and societal changes require work environments and staff to adapt to new settings quickly, Infosys has adopted a culture of lifelong learning.

LIFELONG LEARNING

Infosys is basing its learning culture on 4 core elements.

First of all, even as early as the recruitment process, the IT services provider includes learnability as a factor, especially for new hires just starting their careers. This means that candidates are considered to be rough diamonds. While individuals will have built up a foundation and received a basic skill set during their education, there is no doubt that even the best-suited candidate for a position will sooner or later need additional training, at least to keep their capabilities up to date. With this in mind, Infosys does not hesitate to hire candidates who may not fit the job description perfectly but who could still be a good match with promising potential.

Secondly, once a new hire starts within the company, their skills will be reviewed regularly. Infosys' goal is to allow employees to develop further skills that correspond to their position, chosen career paths, and individual preferences. As such, a detailed learning path is initiated for each person and calibrated accordingly to attain the desired expertise.

The third principle of Infosys' learning culture stems from the company's experience over the past few years. During its transformation to a "Live Enterprise" (i.e., a phase of strategic reorientation in which the IT services provider improved its agility and adaptability), and also during the height of the pandemic when work processes had to be changed, Infosys was able to instill new habits within the whole organization by relying on microchange management.

The idea behind microchange management is to split a large transformation into more minor actions with clear goals and outcomes. In practice, microchange management uses cues and suggestions to motivate employees to modify their habits slightly. As these small adjustments are adopted by more and more people in the organization, a more significant change can be noticed. To measure the adoption of such modifications, Infosys has defined 4 thresholds. The first is the **pilot** phase, in which a small set of eventual users (about 2.5%) are asked to implement the change. Based on their feedback, a company can then make final changes and increase the number of users by 20 to 40% to reach a **significant** number of users. Once the adoption rate reaches 60%, Infosys considers the change to have become **standard**, whereas 80% indicates that the **assimilation** is complete (to learn more about microchange management approach, read the Harvard Business Review). All in all, microchange management is a flexible way to address transformation in a multinational company such as Infosys. To ensure its success, employee training needs to follow a similar approach.

The final pillar that Infosys has implemented to achieve a culture of lifelong learning is its Bridge Program. The goal of this initiative is to give staff members the possibility to change their job position while remaining within Infosys. More precisely, the Bridge Program enables drastic career changes by allowing employees to upskill or reskill without having to leave the company. Instead, Infosys provides the necessary courses internally and career moves are then completed by putting the employees concerned on the job and training them on real projects.

In summary, Infosys has established a framework that puts the evolution of the employee at the heart of the organizational learning culture. The four elements mentioned here promote a high degree of flexibility and adaptability, both for the company as a whole in terms of change management, and also for the employees that benefit from more freedom in growing their capabilities.

THE SKILL/ROLE FRAMEWORK

As mentioned previously, Infosys' lifelong learning culture is not simply a way for the organization to ensure that its employees stay caught up in terms of skills – it also allows employees to follow their career needs and grow professionally. As such, in the context of enabling and managing continuous learning, Infosys has also developed a dynamic skill/role framework to accurately match the learning possibilities on offer with the requirements of any job position.

On a team level, the goal of this framework is to make it easier for managers to organize the capabilities of their staff. More precisely, managers receive a clear overview of the roles that a team should comprise. An overview of the skills required for the corresponding role (not just the job description) is also provided. This approach allows Infosys to support the evolution of a team effectively.

On a more individual basis, Infosys is applying a “Role & Employee Skill Proficiency Index.” Achievements can be tracked by matching an employee's current competence with the skills required for a particular job position. The index is also a way to encourage employees in their efforts as they can track their progress and see how close they are to the desired goal.

To enable this, Infosys has built an extensive skills library that also documents which learning path needs to be followed to attain a certain level (i.e., beginner, intermediate, or advanced) in a specific domain. Additionally, AI-powered knowledge graphs illustrate how different skills are linked to each other and the topics to which they are related.

INFOSYS LEX – THE ENABLER

Infosys Lex is the learning experience platform that Infosys uses to follow the principles of lifelong learning and enable the aforementioned skill/role framework. Indeed, Infosys' learning culture is all about empowering employees to shape their careers as they want to, by receiving the knowledge they require in the way that suits them most.

Lex is built in such a way that content can easily be curated for the individual needs of learners. Thanks to its open infrastructure, internal and external content from massive open online courses can be hosted on the platform to complement the library. Additionally, various learning formats are supported (e.g., e-learning, instructor-led training, blended learning, and social learning), and users can create learning playlists or a blog to share their experiences with others.

The platform integrates several applications (e.g., Konnect, Meridian, Schedulo, etc.) that help learners to access the required element. Educators and trainers are also given the right tools to create content and engage with learners. One of the newest additions is LexPrims. This application enables content creators to make short videos that last about 15 seconds. The inspiration for LexPrims came from the video sharing platform TikTok. Furthermore, managers and administrators can track their teams' improvements, add relevant courses to their staff's curriculum, and analyze main KPIs.





MODERN TECHNOLOGIES ARE TRANSFORMING CORPORATE LEARNING

Infosys Lex has become an essential part of Infosys' employee experience, and the platform has continued to evolve since its launch. In recent months, Infosys has focused on making Lex even more personalized for every user with the help of modern technologies. In this regard, the IT services provider has looked at artificial intelligence and extended reality in particular, two of the currently most discussed topics in the IT world, to improve its learning experience platform.

MORE SUPPORT WITH AI

As many tech companies are working on improving AI algorithms, generative AI has been a major topic in the industry in the past months. The ability to create entirely new texts, images, and other types of output offers a great deal of potential across several industries (e.g., improved recommendation systems, easier code generation, data generation in research, etc.). Infosys has also recognized the potential of artificial intelligence and has therefore leveraged it to introduce new features to Infosys Lex.

One is Glossary, an application that works similarly to an online dictionary. The app provides short definitions and explanations and relates these to overarching topics. The aim is to allow learners to access short snippets of knowledge at any time. In addition, Infosys has included a tool to help users produce content for the learning experience platform based on generative AI. Whatever the type of content may be, the creator receives suggestions on how to build it best.

Zoiee is probably the most essential AI-related feature that Infosys has been working on. Lex already comes with an assistant that guides users through the platform, but Infosys has now developed it further. Indeed, Zoiee can be represented as a humanoid avatar that each user can personalize. Also, its capabilities are broader than before. Now, the AI assistant can also take notes, assist with content creation, translate content, answer questions, and spot plagiarism during evaluations. Moreover, Zoiee possesses analytical skills that allow it to assess the learning progress and the popularity of content.

NEW EXPERIENCES WITH EXTENDED REALITY

As the metaverse has been one of the major trend topics of the past two years, interest in extended reality has also increased. At Infosys, both subjects are being addressed extensively, and the IT services provider has already led several client projects that take advantage of these technologies (for more details, see [The Framework of the Metaverse](#)). Leveraging this expertise, Infosys has worked on applications for Lex and Wingspan that can provide an immersive experience and, therefore, new training methods.

Konnect is just one of the applications that are integrated with the platform. This module is part of Infosys' IP and is used by trainers to run live quizzes and polls among course participants. Now, the app has been extended with the Metaconnector, a virtual world that course participants can join to exchange with each other.

Going further, Infosys is also working on ideas to expand (physical and virtual) classrooms with the metaverse. The IT specialist has already built virtual worlds for other purposes (e.g., leadership meetings), and now an immersive, virtual version of Lex exists. Although this virtual world is not yet widely accessible, it holds a great deal of potential in the context of employee training.



CORPORATE LEARNING WILL CONTINUE TO EVOLVE

The work environment has changed a lot in recent years. Tasks have become more diverse and complex, career paths have become more ambiguous, and the workplace now also includes home office and shared working spaces. In this context, learning experience platforms provide a way to support employees and teach them the right tools to cope with these changes, while fostering the right talents and skills. Currently, over 50 companies are using the client version of Infosys Lex, including a US-based university that has incorporated a customized version of Wingspan to enhance four of its Master's programs with additional courses and certifications that are relevant to the curriculum, in order to make students industry ready. At Infosys, 22,000 employees access Infosys Lex every day and use the available learning resources.

As already mentioned, these resources come in different forms. From short definitions and videos created with Glossary and LexPrims to online courses led by instructors, Wingspan and Lex can host a multitude of learning formats to address different types of learning, from traditional education that involves more extended learning modules to microlearning, where the content is kept shorter. This feature convinced a major automotive dealer to use Wingspan for its 20,000 sales and after-sales employees across multiple countries. Additionally, the client was also able to keep a close track of the learning progress and link it to individual performances.

In the coming months, Infosys will continue to explore how extended reality can introduce new learning experiences. While the popularity of using augmented, virtual, and mixed reality in corporate learning is slowly rising, Infosys wants to take the next step and enable haptics-based training in Wingspan and Lex. Indeed, some professions have to rely on their sense of touch (e.g., medicine, agriculture). To allow these industries to profit from learning experience platforms even more, Infosys is collaborating with several hospitals to expand the capabilities of extended reality.

Furthermore, additional applications will be added to make talent management even easier:

- The first one will facilitate skills management on a higher level. Instead of managers being able to see only their team performance, as is currently the case, a company view will make it possible for upper management to monitor which skills exist within the organization and how strongly developed they are.
- Infosys also wants to place even stronger emphasis on change management. While Lex and Wingspan are already enablers of change management, they do not yet include a tool specifically for organizational change and transformation.
- The third addition pertains to coaching and mentoring. Many companies have such programs in place to aid new employees with their integration into the company and advise young talents on how to forge their careers. As the subject is very relevant to talent improvement, Infosys is currently working on an application to support organizations in managing such initiatives.

For now, Wingspan is only available in a B2B context, but Infosys plans to address private consumers as well. Through many collaborations, the IT services provider is already granting access to Wingspan to thousands of consumers via several not-for-profit initiatives, such as Pathfinders (offering free training to students and teachers via the Infosys US Foundation) and Reskill Restart (providing job-specific skills training and enabling companies to look through the talent pool to find potential employees).

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