



# AI-ENABLED OPERATIONS IMPROVEMENT: DRIVING EFFICIENCY AND INNOVATION

## Executive Summary

Artificial Intelligence (AI) is reshaping the business landscape, driving organizations to rethink strategies, structures, and operational models. This white paper explores the AI continuum, from foundational concepts to advanced applications, and examines the critical balance between automation and augmentation. It delves into organizational AI adoption, highlighting the impact on roles, processes, and persona alignment while addressing key challenges and opportunities.

A central theme is the evolution towards an **AI Ready Org** designed to enable seamless integration of AI capabilities. Practical use cases demonstrate how AI-led decision-making and automation unlock efficiency and innovation. Furthermore, the paper presents an overview of the **Value Realization Framework™** to guide enterprises in measuring and maximizing returns from AI initiatives.

This paper serves as a roadmap for organizations seeking to harness AI strategically, ensuring sustainable growth and competitive advantage in an increasingly digital economy.

## Exploring the AI Continuum

The AI continuum in retail spans four progressive stages — **Rule-Based Automation, Augmentation, Autonomous Decisioning, and Agentic AI Operations**, each unlocking increasing levels of intelligence, speed, and competitive advantage.

Retailers began by automating repetitive, rules-based tasks such as inventory counts, price updates, fraud detection, and report generation. This first wave replaced manual effort with machine consistency — faster, cheaper, and always-on.

As technology matures, AI moves into augmentation, enhancing human capability through predictive insights, personalized recommendations, and real-time decision support for store associates, managers, and merchants.

Machine learning, computer vision, and conversational AI — think demand forecasting models, visual search, and NLP-powered assistants, extended what people could see, decide, and act upon.

The arrival of Large Language Models and Generative AI has added a new dimension: AI that understands context, generates content, and engages customers in natural dialogue at scale. From hyper-personalized shopping experiences to AI supported product content, LLMs are reshaping the customer interface and the merchant's workbench simultaneously.

At the most advanced end of the continuum, agentic systems are beginning to act autonomously — orchestrating replenishment, optimizing promotions, dynamically adjusting prices, and managing fulfillment end-to-end with minimal human intervention. This is no longer AI that supports decisions; it is AI that makes them with a "human in the loop"

By viewing AI as a continuum rather than a single capability, retailers can prioritize investments, align use cases with business value, sequence transformation intelligently, and ensure responsible adoption at every stage.

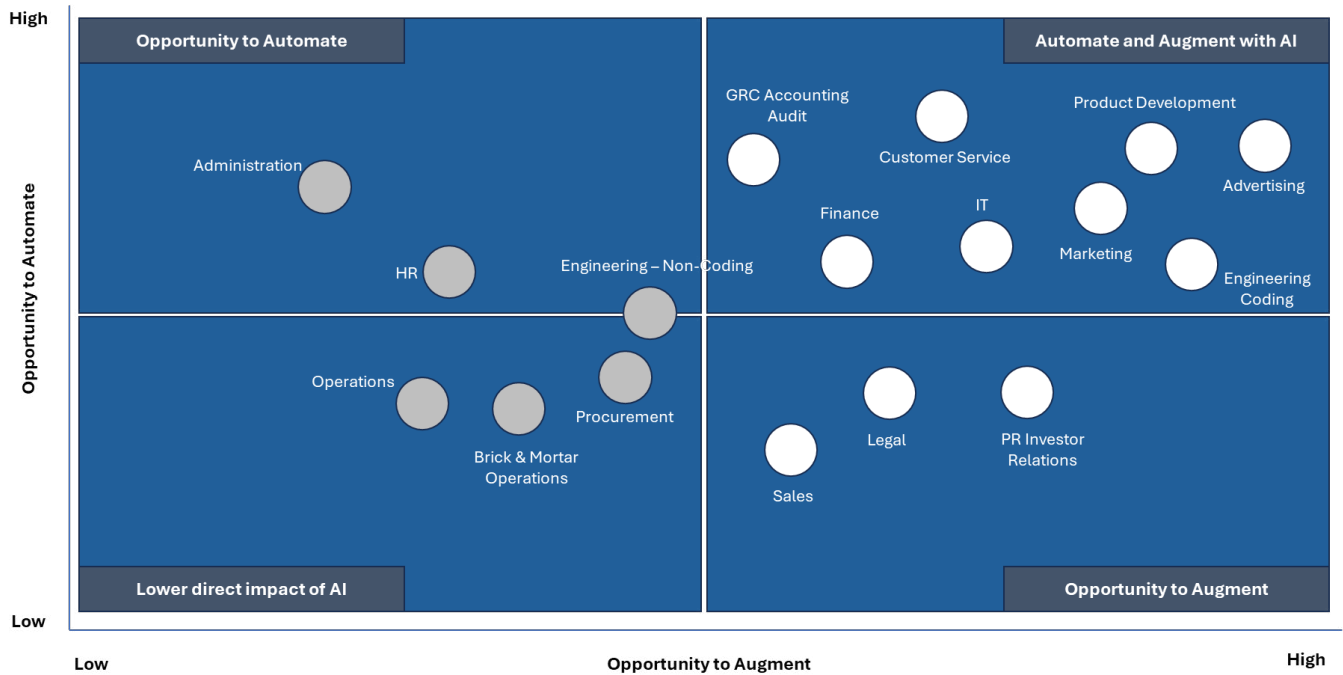
Ultimately, the AI continuum transforms retail from reactive, manually-orchestrated operations into proactive, insight-driven ecosystems — delivering superior customer experiences, leaner operations, and stronger financial outcomes.

## Automation vs Augmentation: How AI Impacts Retail Functions Differently

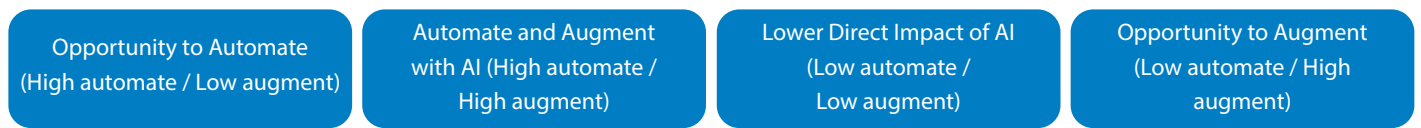
In retail, AI does not affect all operations equally. Some functions contain high volumes of rulesbased, repeatable tasks that can be automated endtoend. Others are rich in creativity, judgment, and stakeholder interactions; here, AI serves as a copilot—speeding up analysis, generating options, and automating only repetitive subtasks while humans make final decisions.

This framework is based on these two dimensions:

- Opportunity to Automate (vertical axis): The extent to which tasks can be fully automated, reducing or eliminating human intervention.
- Opportunity to Augment (horizontal axis): The potential for AI to enhance human decision-making and productivity while keeping humans in the loop



Four quadrants emerge:



Quadrant	Core Characteristics	Primary Functions / Roles	Primary Methods	Key KPIs
Opportunity to Automate (Automation High Augmentation Low)	Rules-based, repeatable tasks; end-to-end automation delivers efficiency gains.	Administration; HR (transactions); Non-coding Engineering workflows	RPA + LLM form understanding + rules engines; supervised learning for anomaly detection	Cycle time ↓; manual touchpoints ↓; exception rate; compliance pass rate; cost per transaction ↓
Automate & Augment with AI (Automation High Augmentation High)	Creativity + judgment required; AI accelerates work and automates sub-tasks while humans decide.	Product Development; Marketing/Advertising; Engineering (coding); Customer Service; Finance; IT	LLMs with retrieval (RAG); supervised models; CV/NLP; prompt-governed agent workflows	Containment rate ↑; AHT ↓; CSAT/NPS ↑; speed-to-content ↓ 50-70%; defect density ↓; forecast accuracy ↑
Opportunity to Augment (Automation low Augmentation high)	Limited automation potential; AI boosts research, insight, and personalization; human decisions remain central.	Sales; Legal; PR/Investor Relations	Retrieval + summarization; analytics dashboards; supervised scoring	Prep time ↓; response quality ↑; risk findings surfaced; core decisions remain human
Lower Direct Impact of AI (Automation Low Augmentation low)	Some automation augmentation feasible, but overall impact lower vs. other areas.	Operations; Brick & Mortar store ops; Sourcing & Procurement	Forecasting models; optimization engines; multimodal LLMs; computer tvision	Margin uplift; sell-through ↑; On-Shelf ↓ Availability shrink cycle time ↓

It is clear from this depiction that AI adoption in retail is not uniform. While some functions can transition toward near-complete automation, others will remain human-centric but significantly enhanced by AI. Leaders must tailor their AI strategy to each function—prioritizing automation where feasible and focusing on augmentation where human judgment is indispensable.

## The role of Agentic AI

The Automation and Augmentation perspective gets complimented with another dimension which is the Agentic AI enabler. This brings in a paradigm shift in leveraging AI to the fullest potential.

### Automated Decision Making with Agentic AI

Agentic AI represents a new paradigm in automation where AI systems act as autonomous agents capable of making decisions, executing tasks, and adapting to dynamic environments without constant human intervention. Unlike traditional rule-based automation, Agentic AI leverages generative models, reinforcement learning, and orchestration frameworks to deliver intelligent, context-aware outcomes.

### Key Features



## A New AI-Ready Organization: The three-tiered structure

AI integration within an organization is most effective when approached holistically across three distinct layers—Strategic, Execution, and Tactical—each playing a unique role in creating an AI-ready structure.

**Tier 1 (Top Leaders)** - At the top level, leadership focuses on vision, alignment, and long-term planning. Here, AI acts as a strategic enabler by providing data analysis, trend detection, and scenario modeling, helping leaders make informed decisions and adapt organizational structures. Roles such as CSO, CDO, and Innovation Managers leverage AI for foresight and OKR alignment, ensuring directional energy with low entropy for sustainable growth.

**Tier 2 (Functional Leaders & Teams)** - This middle layer bridges strategy and operations. Human roles emphasize project management, creative decision-making, and cross-functional collaboration, while AI supports process automation, operational insights, and recommendation generation. Functional leaders—Program Managers, Business Analysts, and Digital Transformation Managers—use AI to optimize workflows and enable adaptive decision-making, driving productive energy and adaptive flow.

**Tier 3 (Staff & Agents)** - At the operational front line, AI adoption focuses on task automation, first-draft creation, and data handling, complementing human strengths in exception handling and customer empathy. Roles such as CS Agents, Service Desk Analysts, and Field Technicians benefit from AI-driven efficiency, allowing humans to manage nuanced scenarios. This layer ensures maintenance energy with minimized entropy, keeping day-to-day operations smooth and scalable.

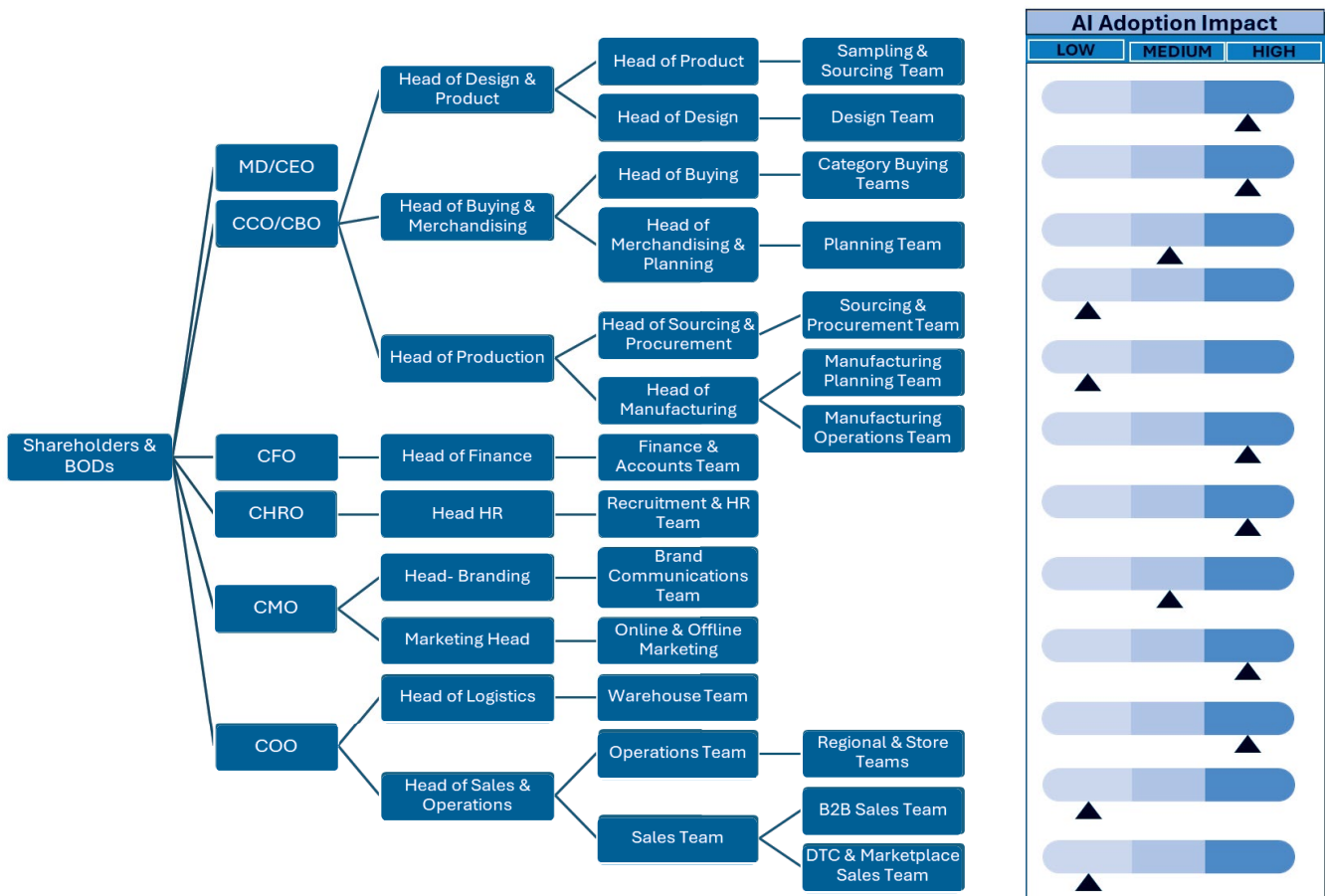
In essence, AI adoption is not a one-size-fits-all approach—it requires a layered strategy where each level leverages AI differently to maximize impact, align with organizational physics principles, and create a future-ready enterprise.

## A New AI-Ready Structure: The GLO Model

Layer	Human Role	AI Role	Typical Roles	What "Good" Looks Like	Org Energy Principle
Guide	Define guardrails and direction: strategy, portfolio bets, OKRs, governance, and periodic course correction.	Horizon scanning and option framing: trend detection, risk/ops intelligence, scenarios, and concise decision briefs.	CSO, CDO, Enterprise Architect, Head of Strategy, Corporate/Portfolio Planning, Innovation Office, FP&A.	Aligned bets with transparent trade-offs; evidence-based reallocations as conditions change.	Strategic vector energy — clear direction minimizes entropy.
Lead	Run the portfolio and programs: cross-functional decisioning, dependency and risk management, enablement, and value tracking.	Workflow assistance and insight supply: telemetry, automated status synthesis, early-warning signals, recommendations, and forecasts.	Program/Project Manager, Product Owner/Manager, Ops Manager, Business Analyst, Data Scientist/Analyst, PMO, Transformation Lead, Process Excellence.	Line-of-sight from bets to delivery; fewer handoffs, quicker issue resolution, measurable value realization.	Flow energy — adaptive throughput that converts choices into outcomes.
Operate	Serve customers and keep the lights on: exception handling, empathy, quality control, and continuous improvement at the last mile	Acceleration at the task level: drafting, summarization, knowledge retrieval, routing, and data handling	Customer Support Agent, Sales Associate, Service Desk Analyst, Field Technician, Data/Entry Specialist, Operations Executive.	Predictable service levels and satisfaction; humans handle nuance while AI removes repetitive toil.	Run energy — stable operations with minimized variance.

## Organizational AI Impact

AI adoption influences strategic, operational, and tactical layers. Low impact includes basic reporting; medium impact covers process optimization; high impact enables autonomous decision-making and innovation acceleration.



## Persona Alignment with AI: Challenges & Opportunities



Retail is undergoing a significant transformation at the CXO level, driven by AI's evolution from experimental pilots to enterprise-scale adoption. This shift is redefining strategies, operating models, and competitive dynamics across the industry. AI is no longer treated as a mere **"tool"** but as an **integrated decision** and **workflow layer** embedded across the retail value chain—spanning pricing, forecasting, service, content, store operations, and supply chain. Leaders are moving beyond isolated use cases to domain-level transformations, requiring organizational rewiring in terms of talent, capabilities, data quality, privacy, and governance. AI has transitioned from a CIO-led experiment to a CEO/COO/CMO priority, directly linked to margin improvement, growth acceleration, productivity, and resilience.

From the **CEO/CFO perspective**, AI investments are justified by tangible outcomes—margin uplift and revenue growth—rather than novelty. In a low-margin industry, CXOs prioritize AI initiatives that reliably move the needle, such as dynamic pricing, incremental sales, and EBITDA improvement. Key performance levers include **Revenue drivers** like conversion, basket uplift, personalization, search optimization, and retail media effectiveness, and **Cost drivers** such as labor productivity through copilots, service automation, shrink reduction, forecasting accuracy, and supply chain optimization.

For **CIOs/CDOs**, the primary bottleneck is no longer model access but data platforms and governance. Scaling AI requires unified data estates, robust security, privacy compliance, and cost-efficient architecture. Data privacy issues and implementation costs remain significant, yet these investments are critical for future competitiveness. Retailers are increasingly adopting centralized or federated structures—**AI Centers of Excellence**, data science teams—and building governed data ecosystems to power consistent AI experiences. Emerging trends like **Agentic AI** are enabling specialized agents for shopping, compliance, and store operations, driving measurable KPI improvements.

From the **CMO lens**, AI is reshaping marketing and retail media, delivering rapid ROI through personalization and content automation. Enhanced imagery, improved ad performance, and intent-driven discovery are replacing traditional SEO, enabling smarter search and personalized journeys. Similarly, **COOs** are leveraging AI-first planning, digital twins, and real-time execution to address supply chain challenges and margin leakage. Operational cycles are shifting from monthly planning to near real-time sensing and response for promotions, inventory, and pricing.

On the **CHRO** and frontline side, AI copilots are emerging as a productivity layer for both corporate and store teams, reducing time spent on repetitive tasks and supporting workforce upskilling in high-turnover environments. AI assistants are streamlining store operations and improving execution efficiency.

Industry-wide, AI is transforming consumer behavior and the buying journey. Customers increasingly rely on AI-driven recommendations and expect faster, contextual, and accurate experiences. Even hesitant retailers must adapt as agentic commerce and autonomous workflows become mainstream, moving from simple chatbots to intelligent agents that execute tasks—planning baskets, processing returns, triggering replenishment, and managing service requests. The real competitive advantage lies in embedding AI into core workflows (OMS, CRM, merchandising) with disciplined measurement of outcomes such as conversion lift, basket uplift, forecast accuracy, shrink reduction, and labor savings.





	Lisa Henricks Design Director	Nancy Darwin Sourcing Lead	Paul Kennedy Buying Head	Anita Singh VP-Logistics
Challenges	<ul style="list-style-type: none"> <li>• Frequent design/trend changes</li> <li>• Predicting customer preferences</li> <li>• Design to Production Lifecycle</li> <li>• Sustainability</li> <li>• Speed to market</li> </ul>	<ul style="list-style-type: none"> <li>• Supplier Risk</li> <li>• Cost Optimization</li> <li>• Supply chain volatility</li> <li>• Compliance</li> <li>• Data fragmentation</li> <li>• Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Demand forecasting</li> <li>• Vendor management</li> <li>• Assortment Planning</li> <li>• Price Optimization</li> <li>• Inventory management</li> <li>• Market responsiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Supply Chain disruptions</li> <li>• Cost control</li> <li>• Visibility &amp; tracking</li> <li>• LMD efficiency</li> <li>• Inventory synchronization</li> <li>• Sustainability</li> <li>• Logistics management</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• 3D modelling</li> <li>• Trend Forecasting AI</li> <li>• Gen AI Design tools</li> <li>• Recommendation Engines</li> <li>• Material Intelligence</li> </ul>	<ul style="list-style-type: none"> <li>• Scenario Planning</li> <li>• Supplier data integration with AI</li> <li>• AI Risk Scoring models</li> <li>• Spend analytics AI</li> <li>• ESG Scoring AI</li> <li>• Forecasting engine</li> <li>• QC detection techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Predictive analysis, time series modeling</li> <li>• Clustering &amp; segmentation via AI modeling</li> <li>• Dynamic Pricing algorithms</li> <li>• Inventory optimization AI</li> <li>• Trend detection AI</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory Forecasting AI</li> <li>• Dynamic Route optimization algorithm models</li> <li>• Real time tracking AI</li> <li>• Warehousing &amp; fulfillment automation</li> <li>• Integrated omnichannel logistics</li> <li>• Carbon footprint analytics</li> </ul>
Key KPIs	<ul style="list-style-type: none"> <li>• Design Lead Time</li> <li>• New Product Success Rate</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement Cycle Time</li> <li>• Supplier Availability</li> <li>• Purchase Price Variance</li> </ul>	<ul style="list-style-type: none"> <li>• Forecast Accuracy</li> <li>• Inventory Availability</li> </ul>	<ul style="list-style-type: none"> <li>• OTIF</li> <li>• Fleet utilization</li> <li>• Carrying Cost of Inventory</li> </ul>



	Ivan VP Marketing & Sales	Justin Hanks CTO, Retail	Mercy Banks CHRO	Anna Watts AI Specialist (CIO) (All)
Challenges	<ul style="list-style-type: none"> <li>• Opportunities, challenges and KPI's alignment</li> <li>• Campaign effectiveness</li> <li>• Personalization at scale</li> <li>• Competitive pressure</li> </ul>	<ul style="list-style-type: none"> <li>• Legacy system modernization</li> <li>• Omnichannel tech integration</li> <li>• Cybersecurity &amp; data privacy</li> <li>• AI &amp; Automation adoption</li> <li>• Talent A&amp;R</li> <li>• Scalability &amp; Performance</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce planning &amp; scheduling</li> <li>• Attrition rates</li> <li>• Employee engagement &amp; experience</li> <li>• Skill development &amp; upskilling</li> <li>• DEI metrics</li> <li>• Compliance &amp; labor regulations</li> </ul>	<ul style="list-style-type: none"> <li>• AI Strategy &amp; Governance</li> <li>• Cross-functional Enablement</li> <li>• Innovation leadership</li> <li>• Talent &amp; Capability building</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• Hyper-Personalized marketing</li> <li>• Real-time engagement</li> <li>• Integrated Sales &amp; marketing analytics</li> <li>• VOC programs</li> <li>• Social commerce expansion</li> <li>• Journey mapping AI</li> <li>• Recommendation engines, NLP</li> <li>• Marketing mix modeling</li> </ul>	<ul style="list-style-type: none"> <li>• Cloud &amp; edge computing</li> <li>• AI-driven Retail Intelligence</li> <li>• Digital twin technology</li> <li>• Composable architecture</li> <li>• Tech-enabled Sustainability</li> <li>• Threat Detection AI</li> <li>• AI Governance Platforms</li> <li>• Innovation Partnerships</li> <li>• Customer journey AI</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic TA</li> <li>• Personalized learnings</li> <li>• AI-Augmented HR operations</li> <li>• Real-time workforce insights</li> <li>• Sentiment analysis &amp; pulse surveys</li> <li>• Predictive modelling - Attrition</li> <li>• Bias Detection algorithms</li> <li>• Compliance &amp; Audit AI</li> </ul>	<ul style="list-style-type: none"> <li>• Gen AI Capabilities</li> <li>• Trend forecasting &amp; Material Intelligence</li> <li>• Implement Supplier Risk Scoring</li> <li>• Clustering &amp; Predictive Analytics AI</li> <li>• AI Driven engines for Pricing, Recommendations, personalization</li> <li>• Cloud AI Ops</li> <li>• Digital prototyping</li> </ul>
Key KPIs	<ul style="list-style-type: none"> <li>• Incremental Sales</li> <li>• Return on Promo Investment</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Satisfaction</li> <li>• Development Time Ratio</li> <li>• Technology ROI</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Engagement Score</li> <li>• Attrition Rates</li> </ul>	<ul style="list-style-type: none"> <li>• Model Robustness &amp; Fairness</li> <li>• Operational Efficiency</li> <li>• Business Impact/Enterprise Scale</li> </ul>

## AI led Decision-Making Opportunities Use Cases

These are some illustrative use cases where AI augments the decision making rather than automating most of the processes. Executives or consumers are the ones still making strategic choices wherein the operations are enabled with Artificial Intelligence. The aim here is to improve efficiency and accuracy. Data points shown here are collated from multiple sources which represent brand case studies around implementation or studies done in controlled environments to see the how the KPIs are being impacted with AI in the mix.

### AI-led Decision Making Opportunities



**Predictive Analytics**  
30% increase in efficiency and accuracy



**Content Management**  
42% faster content production;  
28% higher conversion rates



**Virtual Try-On**  
20–40% fewer returns;  
112% increase in conversion rates



**Agentic Commerce**  
50–70% reduction in time to purchase



**Customer Service**  
Automation  
Improved CSAT  
faster resolution times

**Key Benefits:** Efficiency | Personalization | Speed

Use Case	Summary	Key Capabilities / Methods
AI-Enabled Reporting & Dashboards	Natural-language, on-demand reporting; rapid drill-downs to KPIs and root-cause analysis.	ML & predictive analytics; GenAI assistants; contextual retrieval; multi-source data modeling
Content Management	Generate text, images, video for marketing and customer-facing channels (eCommerce, social, CRM).	Generative AI (text/image/video); translation; variants; brand tone controls
Virtual Try-On	Let customers preview fashion/beauty products; AR visualization for home/DIY.	Computer vision; AR; body/room segmentation; rendering
Agentic Commerce	AI shopping assistant to search, recommend, and guide secure checkout; reduces abandonment.	Multimodal LLMs; RAG search; recommender systems; conversational orchestration; secure checkout
Customer Service Automation & Augmentation	Automates routine inquiries; agent copilot assists escalations; voice+chat with human in the loop.	Multi-agent orchestration; LLM/RAG chat; speech/NLU; workflow automation; knowledge retrieval

## AI led Automation Opportunities Use Cases

### AI-led Automation Opportunities



**Demand Forecasting**  
20–30% reduction in stockouts  
4–5% increase in Revenue



**Store Pricing**  
5–10% Revenue and Margin improvement



**Store Layout Optimization**  
10–15% increase by basket improvement in 80%



**Smart Warehousing**  
2–3x increase by ROI  
Reduced Labor cost by 30–40%



**Hyper-personalization**  
2–3x increase in campaign ROI  
Higher return on ad spend

**Key Benefits:** Efficiency | Cost Optimization | Speed

Use Case	Summary	Key Capabilities / Methods
AI-Enabled Demand Forecasting	Improves forecast accuracy and planning agility using external signals and automated pipelines.	Advanced ML (time-series, causal); real-time ingestion; scenario simulation
Dynamic Pricing	Real-time price optimization by demand, competition, inventory, and behavior.	Reinforcement learning/ML; elasticity modeling; competitor feeds; rules & guardrails
Store Layout Optimization (Plan & Compliance)	Designs and monitors layouts for visibility and conversion; ensures planogram compliance.	Shopper analytics; ML optimization; computer vision shelf auditing; traffic flow modeling
Smart Warehousing	Automates inventory, picking/packing, space optimization, and route planning.	ML demand prediction; robotics; CV item recognition; WMS optimizers; IoT telemetry
Hyper-Personalization	Tailors recommendations, offers, and content to each customer in real time.	Recommenders; propensity & uplift models; GenAI content; customer 360; streaming signals

## Our Proprietary VRM framework for AI value realization

Adapted from VRM™ methodology, the model provides a structured approach to identify, design, implement, and measure AI-driven value across business processes. It is organized into three stages:

Value Identification

Value Design & Execution

Value Tracking & Scaling

### Conclusion & Infosys Offerings for AI Enablement

Artificial Intelligence is no longer a futuristic concept—it is a present-day catalyst for operational excellence and business transformation. As this paper demonstrates, AI adoption in retail and related industries must be strategic, structured, and value-driven. The journey spans from foundational automation to advanced augmentation, requiring organizations to balance efficiency gains with human creativity and judgment.

Key insights include:

- **AI's Impact is Layered:** Strategic, execution, and tactical roles experience AI differently.
- **Persona-Specific Opportunities:** AI initiatives succeed when tailored to functional challenges and KPIs, driving measurable improvements.
- **Automation vs. Augmentation:** Not all processes can or should be fully automated. High-value functions thrive when AI acts as a copilot, accelerating decision-making while preserving human oversight.
- **Value Realization is Critical:** Following a framework that provides a roadmap for identifying, designing, and scaling AI use cases, ensuring tangible ROI and sustainable growth, is essential.

Organizations that embrace AI holistically—integrating technology, processes, and people—will unlock new levels of agility, innovation, and competitiveness. The imperative is clear: **start small, scale fast, and embed AI**

## About the Authors



### **Deep Halani – Associate Partner**

Deep Halani is an Associate Partner with Infosys Consulting. He leads the Strategic Advisory and AI-led Transformation Services for the North America portfolio of Consumer Goods, Retail and Logistics clients.



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Sangeeth Kumar is a Principal Consultant with Infosys consulting. He has 18 years of experience leading multiple digital transformation engagements for Consumer Goods, Retail and Logistics clients.



### **Neha Kaushik – Senior Consultant**

Neha Kaushik has 16+ years of experience across offline and online retail, first person specialize in Product/Category Buying & Merchandising, and end-to-end Supply Chain & Logistics across Fashion, Lifestyle, Ecommerce, and CPG sectors



### **Vineet Gulati - Principal Consultant**

Vineet Gulati has 14 years of work experience in Business Process Consulting within the Retail domain. Key areas where I have collaborated with multiple retail clients are E-commerce, Customer Experience, Demand Forecasting & Replenishment across fashion, cosmetics, specialty and grocery retail.



### **Agradeep Chakraborty - Senior Consultant**

Agradeep Chakraborty has over 15 years of experience across Consulting, Product Management, Project Management; he has led multiple large scale digital transformations from planning to launch in Retail - Supply Chain, Merchandising and Promotions; E-commerce; B2C/B2B Marketplaces and Logistics



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