

# Partnering for Success

Why trusting the right single-source software consulting and services firm can make a difference on your bottom line

**A**s companies large and small learn how to thrive in a new economy driven by nearly universal Internet access, it's becoming clear that business basics haven't really changed. It's still about growing market share, improving customer care and boosting profitability.

But *how* your organization achieves those business goals has changed radically and forever. Certainly, you've always needed information technology to compete—reliable, open technology that can raise productivity, streamline infrastructure, realize best practices, quicken time-to-market and function effectively across continents and cultures. But these days business conditions can change with lightning speed—and your IT capabilities must have the flexibility and responsiveness to adapt *fast*.



## *in the* New Economy

### The technology squeeze

Alas, this is easier said than done. Many organizations continue to operate disparate, incompatible information systems based on older, proprietary technologies that can't deliver the reliability or responsiveness required to compete in the new economy: today's increasingly Internet-oriented, online business world.

Restoring such environments to competitiveness can entail substantial architectural overhaul. Too often, upgrading alone just won't properly integrate and rationalize operations or modernize and globalize communications. Maybe commercially available software packages can be tinkered to do the job, or perhaps an entirely customized development

effort—involving skilled project planning and management—is necessary. Either way, it's a tall order in the face of business-driven deadline constraints and the never-ending struggle to find and keep staff with sufficient training and experience not only in information technology but the business itself.

Then there's the demand from customers and executive leader-



ship alike for e-business capability. This is new terrain and it's not always clear what works best or which approach will return profits. Furthermore, a company's e-business infrastructure cannot stand alone for long; it must be smoothly integrated into the rest of the enterprise. Marshaling the resources to build a cost-effective e-business can be a supreme challenge.

So great is the pressure these days to develop and implement the technology solutions needed to stay competitive that many IS operations are simply squeezed beyond their capacity to respond.

### Option: Find a trusted partner

If you're one of the many with too much to get done in too little time, then consider an alternative to doing it all in-house: develop a solid partnership with an in-the-trenches, single-source IT strategy consulting and services company that you can trust.

How do you know who you can trust? Try this simple formula:

■ Look for other organizations with technology issues like yours that have implemented effective solutions—and take note of who helped them. Never jump into a technology provider relationship without contacting reference accounts.

■ Check out the provider's capabilities to see how they match with your needs, both in terms of your best-case and worst-case scenarios. You may hope, for instance, that a widely available commercial software package will solve your billing problems, but if the most effective solution turns out to be something highly customized, you'll want a provider that can handle either type of job. Be sure to ask your prospective provider a few key questions:

- Do you understand and have enough experience with the kind of business my company is in?
- Can you show me that you've worked with leading-edge communications and Internet technologies?
- Do you have experience with the kinds of legacy systems my company still uses—and can you help us bridge the gap from old to new, updated systems and applications?
- Can you help me figure out, plan, design and implement the technology solutions that will most effectively achieve my

company's business goals?

- Can I afford you?
- Will you guarantee the price?
- Will you guarantee on-time delivery of the software you develop?
- Will you set quality goals for each project and make sure those goals are met?
- Can you support and maintain what you deliver?
- Will you teach my people what they need to know?
- Do your customers come back for more?
- Do you have an on-going program that continuously trains your people on the latest technologies so that we might turn to you for our future needs?

## Aetna partners with Infosys for e-business initiatives



A leading provider of health and retirement benefit plans and financial services, Aetna, Inc., is also leading the way in the application of Internet technology with a new initiative called e-Health. An "information cyber system," e-Health will connect patients, doctors, hospitals and service providers with Aetna as well as offer Internet access to Aetna customers. As an information system, e-Health will assist the company in integrating its recent acquisitions, standardizing platforms, migrating applications, centralizing all data and connecting more of its business electronically.

Because of the breadth and scope of the project, says corporate CIO John J. Brighton, Aetna "needed to work with partners who had the necessary scars and experience" to guide the company through the complicated software development process.

"With the challenges we were facing in obtaining people with unique skills, coupled with the magnitude of our internal development requirements in transforming Aetna into an e-business company, we needed to partner with a large, competent and quality-oriented company," he adds.

Aetna found the ally they were looking for in Infosys Technologies. According to Brighton, Aetna will be relying on between 300 to 500 Infosys people to assist internal staff with development and system conversion assignments by the end of the year—a figure that's expected to approach 2,000 over the next three to five years.

"I particularly like the caring approach of Infosys' management," says Brighton. "The company's executives took a distinct interest in understanding our problems. What's more, offshore software development has given us the additional staff and skill set that we could not recruit within the US."

Impressed with Infosys' business model and personnel, Brighton expects Infosys to "play an important role in helping Aetna achieve its objectives." In addition to the e-Health project, Infosys will be assisting with efforts to initiate a major e-business strategy for Aetna's Financial Services business.

Once you've embarked on your quest, you'll find that there are few single-source software consulting and service providers who will meet these criteria. And one in particular will stand out: Infosys Technologies Ltd. Here's why:

**Proficiency—Infosys has the right experience, and lots of it**  
Typically working behind the corporate IT scenes, Infosys ranks as a premiere software consulting organization, offering an impressive range of services and solutions to Fortune 1000 companies.

**These service capabilities  
are used to implement solutions that help  
customers meet a wide variety of  
broad-based business challenges such as  
e-commerce, e-business enabling and  
ERP implementation.**

Services extend from Internet consulting, customized software development, re-engineering, package implementation and application development to software maintenance and establishing customer-dedicated software development centers. Infosys expertise spans hardware and software platforms that leverage open systems and the Internet as well as legacy mainframe and midrange system environments.

These service capabilities are used to implement solutions that help customers meet a wide variety of broad-based business challenges such as e-commerce, e-business enabling and ERP implementation. Infosys solutions also focus on particular industry needs, including warehouse, inventory and customer management for customers in financial services, insurance, retail, telecommunications, utilities and manufacturing.

These days, many Fortune 1000 companies are turning to Infosys for these leading-edge solutions and services:

**E-business solutions and services for large companies.** The company's consulting, systems integration and customization services address all aspects of building and running an e-business, from concept to application for large companies. Infosys has decades of experience with legacy systems combined with thousands of man-hours in the newer technologies including Java/OO or using state-of-the-art software applications or ASPs. Within this range of services, customers can get the help they need handling such key issues as security, personalization, commerce transaction processing, content management and access to legacy information.

The result: a robust, cost-effective end-to-end service able to quickly build a full-fledged e-business infrastructure.

## Infosys helps BMB keep customers happy



Keen to keep its edge in a hotly contested market, the mobile division of Belgium's domestic and international telecommunications carrier, Belgacom Mobile (BMB), decided to enhance customer service by developing a program focused on increasing customer satisfaction and retention.

"We wanted to adopt a strategy of responding to our customers, not responding to the actions or reactions of our competitors," says Ivo Cools, director of IT for BMB.

BMB had already decided to seek outside help and after evaluating vendors on price, quality and delivery, Infosys Technologies was selected.

Working with Carlson Marketing, a pioneer in customer loyalty programs, Infosys finished the project in eight months. The application, explains Cools, enables BMB to store customer data in the company's billing database, allowing BMB to identify information used to develop customer loyalty programs. In addition, the system is capable of addressing each aspect of customer relationship marketing.

Impressed, Cools then requested Infosys make changes to the GUIs of BMB's customer care and billing systems. So, without interrupting users' daily routines, Infosys implemented the appropriate changes to the GUI on the desktop—as well as changes to the application and database server.

The next application—developing a realtime rating system that translates customer call data into billable marketing concepts—was a critical test for the BMB/Infosys relationship.

"This kind of application has to be of the highest quality because the call data records are our revenue," explains Cools. "If that application is wrong, everything is wrong." But, says Cools, "what we asked for was delivered—on time and within budget."

In fact, Cools is confident that BMB and Infosys will work together on more IT projects.

"We have noticed that distance is no barrier when cooperation, intention and good will exists—and both companies are focused on delivering good quality," he says.

**E-business practice for dot coms.** Using its years of experience managing and building e-systems for its large clients, Infosys has created a dedicated development

## Future Shop: From concern to client delight



Future Shop, Canada's largest and fastest growing retailer of consumer electronics, understood the importance of launching a series of e-tailing initiatives to keep its 11 million customers happy and coming back for more.

By the time Future Shop's new CIO, Larry Needham, arrived, the company had identified 17 initiatives. Needham quickly took care of Y2K problems, rolled out e-commerce in three months and implemented packaged software solutions in financials, payroll and HR benefits.

The next major effort on Needham's agenda was a project dubbed Renaissance—a 'big bang' implementation of software to handle merchandising, data warehousing, demand forecasting, distribution management, service, warranty and repair, call center, point of sale, remote inventory product and home delivery systems.

The Renaissance systems tested without difficulty. Then Needham hit a wall: some 134 interfaces linking Renaissance with Future Shop's legacy systems just weren't ready for prime time.

"We could tell," Needham remembers, "we had a lot of work to do with the interfaces to make everything work together properly."

Then he heard about Infosys.

"What I didn't know was whether there was any credibility to this organization and whether I would want to take the risk," he says.

But after some diligence, discussions with references and a meeting with Infosys staff, he quickly signed on. Needham wanted an Infosys team onsite and a team in Bangalore working on the more than 40 interfaces with which he had challenges.

To support its partnership with Future Shop, Infosys used its Global Delivery Model, which creates a virtual 24-hour workday, since business starts in India at the conclusion of the North American workday. Infosys provided all quality processes, including compliance with the Software Engineering Institute's (SEI) Level 5 requirements, protected intellectual property, ensured code perfection and customization, and 24x7 global support and coverage.

"Their productivity with the interfaces was a wonderful surprise. Infosys came up to speed faster than I expected," says Needham. "Their project team's ability to anticipate expectations, their unusually high level of dedication, great working relationships and their diligence about the quality of the services they provided were early benchmarks for their portions of the program."

These days, Infosys is helping Future Shop with another dozen new initiatives.

"Anyone can achieve customer satisfaction. If you can't do that, you shouldn't be in business," Needham asserts. "Client delight goes beyond that. You can't just meet and sometimes exceed expectations—you have to anticipate expectations. To do that you have to know the client, understand the people and the business. Getting to that level seems to be a driving force at Infosys."

group for the purely e-business clients. The group provides end-to-end services to these e-businesses by helping them with their digital strategy, defining their e-business processes, designing the IT-infrastructure and architecting, building and deploying their software systems.

The group leverages the Infosys Global Delivery Model

to execute the project. The major advantage that e-business clients look for in this model is a reduced time-to-market for their site launches.

**ERP implementation.** Derived from Infosys' 17 years of experience implementing large mission-critical projects for Fortune 500 companies, Infosys offers a packaged methodology designed to help organizations re-engineer their processes and successfully implement, maintain and upgrade ERP software.

**Software development.** Methodology-based and quality-focused, Infosys software development services help customers reduce IT costs. Fixed-price/guaranteed timeline development services allow customers to mitigate the risks of cost and time overruns.

At Infosys' Global Software Development Centers, customers' architectures and configurations are replicated to aid development, implementation and testing efforts. These dedicated remote facilities are staffed by experts with customer-specific business and technology skills, who are assigned on a long-term basis to particular customers. Infosys has also constructed several Proximity Software Development Centers, which function in similar fashion to its Global Software Development Centers, but are sited nearer to customer locations for rapid application development.

And Infosys' Product Development Centers offer customers dedicated remote facilities that serve as a virtual extension of a customer's company, focused on the development of customer products or services.

**Software maintenance.** Replication of a given customer's system architectures and configurations is also used in Infosys' Global Software Maintenance Service. This service provides remote maintenance of customers' existing applications, freeing them to develop new ones while rigorous Infosys maintenance service-level agreements (SLAs)

reduce customers' total cost of application ownership.

**Engineering services.** Focused on product design, modeling, analysis, development and implementation, Infosys experts use software to help customers in the design of their products, such as automobiles or plastics. Covering all stages of the product lifecycle, Infosys engineering services incorporate 3-D modeling, data conversion, drafting, scanning, vectorization, tolerance analysis, interference studies, design automation, static, dynamic, optimization and fatigue analysis and code testing, and reverse engineering.

#### **Reliability—Infosys services are customer-interactive and cost-effective**

With its Global Delivery Model, Infosys has perfected a customer-interactive and cost-effective approach to designing, developing and distributing software to meet the needs of global enterprises. Refined over nearly two decades and using a world-class hardware and software infrastructure that seamlessly connects Infosys to its customers, the Global Delivery Model leverages Infosys' Software Development Centers in different parts of the world to provide high quality, rapid time-to-market solutions at affordable prices.

Since development, implementation, testing and maintenance efforts are split among various global sites (including the US, Europe, Japan and India), someone somewhere is always working on customers' projects, creating a virtual 24-hour workday. To ensure that all goals are met efficiently, every Infosys project always has onsite project coordination and can rely on Infosys' state-of-the-art infrastructure to ensure constant communications between Infosys' and customers' global teams.

Infosys' Project Management services provide consultants who bring their business and technology skills to customer sites. Their professional skills in project planning and management, defining and implementing processes, directing development activities and facilitating testing can be coordinated and integrated with activities conducted at Infosys' Software Development Centers.

All Infosys development centers are seamlessly connected via a highly fault-tolerant and fully secure global network, which also facilitates remote connectivity to customer networks and systems. This high-performance LAN/WAN combines wireline, wireless and satellite links

## **Kent Electronics chooses custom development for worldwide distribution system**



After 11 years of rapid expansion, Kent Electronics, one of the largest publicly traded specialty distributors of electronic products, had outgrown both its facilities and systems—including a critical distribution system.

According to Frank Billone, Kent's executive vice president and CIO, the company considered third-party software packages, but decided it was in the company's best interest to write a custom distribution application. The contract to develop the software was awarded to Infosys Technologies.

"When we decided to go custom, all our internal users cheered," recalls Billone. "They saw too many compromises with a packaged solution."

Because sub-second response time was mandatory for this mission-critical application, Infosys first delivered a framework for developing and deploying multi-tiered client/server applications on industry standard platforms. The product, called Entark (Enterprise Architecture), is an Infosys toolkit that guarantees message handling services, client authentication, system administration, configuration, server access and conversational transaction handling. The Entark architecture moved the project ahead rapidly, handling security and messaging efficiently. In fact, the combined Kent and Infosys team delivered the project in just 15 months, transitioning the company's entire distribution system over a single weekend.

With Infosys' help, Billone's team met all of its goals: to be on time, on budget, and most importantly, meet user expectations. The system works and Kent's users have the sub-second response time they need to compete.

"The reality is we spent half to two-thirds of what we had to spend customizing a commercial package and completed the project in 50+ percent of the time," reports Billone. "We have stress-tested the system on our existing hardware to 104,000 transactions an hour—I can't wait until the business volume reaches that level."

"When it comes to core competencies and this mission-critical application, we made the right decision for Kent Electronics," Billone adds. "The Infosys team and its architecture served our business well. Most importantly, we learned not to assume that a package is a faster, less expensive alternative—or that it is right in all cases."

and is monitored and optimized with performance management tools. Serving as the backbone of the Global Delivery Model, the network enables Internet access as well as enterprise, workflow, knowledge management and a variety of communications/collaboration applications.

This distributed project management methodology ensures that the project manager remains in complete con-

## Nordstrom's Product Group says Infosys is "phenomenal"



Nordstrom's Product Group, (NPG), manages its brand extensions, optimizes the supply chain and develops value-based strategies for all of its 'power' brands. A separate business unit of this leading fashion retailer, NPG began manufacturing in 1996—a process, recalls Meg Desmond, vice president of IT for NPG, that required a complete organizational change.

"Because our organization is evolving, we can't go from manual to best practices overnight. We're building systems and developing comprehensive applications for the future," she explains.

Having worked with Infosys Technologies when she was developing retail systems, Desmond turned to the company again, tasking them with five applications—ranging from browser-based line presentations and approval tracking to a supplier master database and purchase order information.

"Based on past performance, I knew that Infosys would

do whatever was necessary to get the job done," she reports. "Their ability to build applications in organizations with rapidly changing needs has been impressive. I knew that Infosys could deliver quality systems in aggressive timeframes."

The first priority was selection of a third-party software package for a product development system. Infosys worked closely with NPG's users to better understand their needs and to be able to wrap custom systems around the base applications—a process Infosys will continue as it helps Desmond select an ERP system for manufacturing apparel and footwear and implement an extranet solution to enable communications with suppliers.

Desmond has high praise for Infosys' staff, finding them to be dependable, able to accomplish tasks quickly and turn in quality code—and she wants them to drive even more of the discipline and methodology.

"Quality is number one with Infosys. In a world that changes daily, they are a constant. Infosys saves me time, their people are a pleasure to work with and the value you get for your dollar is unsurpassed. I think Infosys is phenomenal," says Desmond.

trol, regardless of physical location. It also enables Infosys to reliably meet extremely aggressive project deadlines while staying on—or even under—budget.

### Best-in-class—at Infosys, it's about quality and relationships

No less than 85 percent of Infosys' annual revenue comes from repeat business. That's because the company puts heavy emphasis on customer relationships and regards each project it undertakes as a building block in a sustained, long-term association.

As in its other activities, here, too, Infosys applies methodology. Its "Residual Value Retention" model helps Infosys employees assimilate not only the application and technology knowledge required to complete a project successfully, but also each customer's cultural values and business objectives.

To ensure the customer satisfaction that's essential in successful relationships, Infosys places unparalleled emphasis on quality. The effects are apparent on many fronts:

**Powerful infrastructure.** So that it never lacks sufficient computing resources, every year, more than 10 percent of Infosys revenue is spent upgrading the company's existing current infrastructure and acquiring new technology. Infosys runs a comprehensive collection of operating system, RDBMS and application environment platforms on several hundred high-end servers with terabytes of disk storage. Professional teams always use leading-edge development, testing and configuration tools and utilities.

**Shorter development cycle.** Behind Infosys' ability to

provide faster, lower-cost and better software development for customers managing distributed environments stands a strong, well-tested prototyping and rapid application deployment methodology that enables re-use of software

## Global Delivery Model offers competitive advantage to Nortel



Infosys Technologies first began working with Nortel Networks in 1992—starting with just two people. In 1995, the global leader in telephony, data, e-business, and wireless solutions for the Internet again called on Infosys and, today, over 225 Infosys people support Nortel's operations, handling software tools, DMS (Nortel's core switching system), telephony feature development and full communications operations.

"Infosys is a partner that satisfies our needs for resources. They're extremely responsive and professional," offers Marc Granic, managing director of Nortel Networks' International R&D Operations. "Infosys understands the needs of a large company and is willing to accommodate changing priorities."

The companies established a robust infrastructure and operate on a lightening speed communications network with satellite links to a T1. Moreover, Infosys has provided an off-shore Product Development Center, (PDC) located in Bangalore, India that functions as a virtual extension of Nortel Networks. The PDC's domain experts manage all quality

objects and tools. The processes in the software development lifecycle are continually refined to ensure an ever increasing efficiency in overall development cycle times.

Necessary to this refinement process is the reusability of information and processes from one project to the next. To achieve this, Infosys has created a Body of Knowledge

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(BOK) that serves as a rich repository of design and development expertise, and updating the BOK is mandatory for Infosys development professionals. This repository is structured to protect the software intellectual property rights for any given client, while collecting best practices from which all clients benefit.

Infosys also helps its own customers capture engineering knowledge with its Corporate Asset Creation Services. A

processes, including compliance with the Software Engineering Institute's (SEI) Level 5 requirements, ensure code perfection and customization, and offer 24x7 global support and coverage.

"We've accomplished a transparency with the Infosys people in India," says Granic. "Our communications network lets us work with Infosys as if they were in an office across the street. This is what a truly effective communications network should be."

What's more, Infosys' Global Delivery Model creates a virtual 24-hour workday, offering, says Granic, a competitive advantage. And the use of 'virtual laboratories' means two teams in different time zones are working on the same product within the same infrastructure.

The team has developed new initiatives in the area of software methodology, and Infosys recently created ADEPT, which was nominated by Nortel Networks customers and subsequently won Nortel Networks' Quality Excellence Award.

"Infosys is a dynamic company that can help us now and into the future by providing the ability to reduce our own software development costs while shortening the development cycle and time-to-market," says Granic.

## Global Delivery Model: A Virtual 24-Hour Workday

### Project Phase

#### At Client Site

- Analysis and Planning
- High Level Design
- User Interface Design
- Project Co-ordination
- Onsite Testing
- Implementation

#### At Infosys

- Project Management
- Detailed Design
- Development
- Testing
- Documentation

### Post Implementation Phase

#### At Client Site

- Rapid Response
- Onsite Support

#### At Infosys

- Bug Fixes
- Warranty Support
- Maintenance

library of Web-enabled engineering services includes documentation, multimedia walkthroughs and standard parts databases. Standard designs can be linked with library databases of vendor information, prior experience and costs.

**Setting high-quality goals.** Infosys employs a process-oriented approach to project execution, based on total quality management (TQM) concepts, to meet its quality goals. A software quality advisor from Infosys' Quality Department is assigned to every Infosys customer project to ensure that quality goals are achieved. An independent organization within Infosys, the Quality Department ensures compliance with project quality goals and maintains a comprehensive repository of all software lifecycle and project management processes that is updated every quarter to incorporate experience gained from project implementations and benchmarking international practices.

Enhanced quality assurance and testing, including periodic quality audits that supplement online support and an extensive set of metrics used to analyze and monitor progress, ensure that customer requirements are met.

These procedures, and the availability of all Infosys quality via the company intranet, have helped foster organizationwide sharing of experiential knowledge.

## Vision by IKON Evolution by Infosys



IKON Office Solutions, based in Malvern, Pennsylvania, is a leading provider of products and services that help businesses communicate. The Company grew from over 400 acquisitions of office equipment distributors, digital print providers and networking and technology consulting firms, so integrating these varied and geographically dispersed companies into one cohesive, web-enabled IT infrastructure was a challenge.

IKON's integration has not been trivial. The company services 400,000 customers and, with the help of 5,000 sales and 10,000 service technicians, offers its products and services from approximately 900 locations worldwide. The right alliances and right systems were needed to create a consistent, streamlined infrastructure to leverage the vast scope of IKON.

David Gadra, IKON's senior vice president and CIO, envisioned a sales and services organization bound together by web-delivered tools to provide exceptional customer service and support. Early in IKON's evolution, Gadra approached Infosys Technologies Limited. He knew IKON needed a quality partner to help reach its goal.

"I asked Infosys to become a strategic partner and to play a central role in the implementation of our IT infrastructure," he recalls.

Infosys became involved at the front end of most IKON IT initiatives. According to Gadra, Infosys' world class ISO 9001 certified development and delivery provided the solutions he needed at a higher quality than he could find in the US.

Now, IKON is implementing a highly web-enabled interface with its customers, suppliers and employees in all facets of its business. The Company is investing in the technologies that both enable IKON employees to be more productive and facilitate a customer-centric view of the company.

"Infosys is playing a very significant role—in virtually every systems initiative we have underway," stated Gadra. Gadra's next steps include empowering customers and e-enabling them in their dealings with IKON.

"This kind of strategy creates a tremendous dependency on our systems and solutions. Without question, Infosys will play a continuously evolving role in the development, deployment and ongoing operational integrity of these solutions, and our infrastructure, for years to come," Gadra concluded.

**Software development maturity.** At Infosys, quality is continuously benchmarked against global best practices. The Software Engineering Institute, which evaluates development, re-engineering and maintenance processes across the enterprise, has assessed Infosys at Level 5 of its Capability Maturity Model—identifying Infosys as highly mature because it systematically uses measurement and analyses to improve processes. Only about 1.5 percent of all software organizations in the world have attained this level.

Highly mature software developers like Infosys are able to predict costs, schedules and defects based on past per-

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formance. The benefits for customers are obvious:

- More accurate assessment of upper and lower boundaries on expected performance
- Greater ability to handle requirements change and manage risks

**Learnability.** Every project is different. To execute each one successfully—meeting all customer requirements on time and on budget—means that Infosys professionals must constantly adapt their previous experiences to new circumstances and new challenges.

At Infosys, this is called learnability—the ability to derive generic conclusions from specific instances and apply them to new problems. Professionals with high learnability can leverage existing knowledge to develop new, high-impact business solutions.

Thus Infosys selects its professionals for their high learnability and then makes sure they have plenty of opportunity to exercise it: at regular best practices sessions, employees suggest ways to enhance design, development and testing of applications; company-sponsored workshops on diverse topics provide employees with ongoing opportunities to expand their skills.

That's why Infosys customers all over the world enjoy software development cycles that can range from 25 to 40 percent faster and, in many cases, cost 30 to 45 percent less than in-house efforts. If you'd like to find out more about how Infosys solutions and services can help your organization stay competitive, visit the Infosys website at [www.infy.com](http://www.infy.com) or call 1-888-ITL-INFO.