

世界：我的历程

特别报道

My Journey in IT

S. Gopalakrishnan



印孚瑟斯创始人展望 未来行业变革

Infosys Founder Looks at Changes Ahead for the Industry

文/夏敏

By Charmaine N Clarke

在IT行业奋斗30多年之后，印孚瑟斯（Infosys）联合创始人、联合执行主席克里斯·戈帕拉克里什南先生（Kris Gopalakrishnan）已于今年10月退休。在接受《TheLINK》杂志专访时，他审视了印孚瑟斯目前面临的变局。他是最后一位从印孚瑟斯最高执行管理层退休的联合创始人，继他之后，印孚瑟斯首次迎来了最高执行管理职务由非创始人担任的时代。鉴于新的领导团队履新后第一个季度所创造的业绩，戈帕拉克里什南先生相信他已将公司托付给了正确的人。现在他将目光投向了国际学术界。10月底，戈帕拉克里什南来中欧上海校园出席中欧国际顾问委员会会议，并拨冗接受了我刊采访。

Infosys Founder and Executive Co-Chairman Kris Gopalakrishnan retires this year after more than three decades in the IT sector. In this exclusive interview with *TheLINK*, he takes a look at the changes ahead for Infosys and the wider industry. This is the first time in the company's history that none of its founders has executive roles, but he's confident he's leaving the company in good hands. He will now turn his attention to academia at the global level. Read on for details from an interview, in late October, when Gopalakrishnan joined other global business leaders for CEIBS International Advisory Board meeting at the school's Shanghai Campus.

TheLINK: *Infosys is a global leader in consulting, technology, and outsourcing solutions. Is there increasing competition in your industry and how is Infosys coping with that?*

Kris Gopalakrishnan: The competition has always been there. Actually we started seeing global competition way back in 1993. So the competition has been there for the last 20 years. What is new is that we're getting non-traditional companies coming in as competitors. So for example, when we provide software

as a service, we compete with software product companies. So there are new competitors that are coming into the space and it's an interesting transition the industry is going through. The boundaries between these companies are blurring, and the industry is becoming a lot more interesting because of these boundaries going away. And in the future it's possible that we will have to work differently with our clients, because the industry structure will be very different with cloud, mobile, social, big data. I know some of these new technologies have

an impact on the industry structure, and on how the competition is going to be. We've done reasonably well till now, we're still growing, we're still very profitable. We have 165,000 employees and it's a very large organisation. So given that we have such size, scale, reach, brand, partnerships, we're able to manage and we're able to do well.

TheLINK: *You mentioned that there are new competitors emerging. Where do you see most of these competitors coming from?*

Most of these competitors are



《TheLINK》：印孚瑟斯在咨询、技术和外包解决方案方面都是国际领军企业。在您的行业里，竞争是否日趋激烈？印孚瑟斯又是如何应对竞争的？

克里斯·戈帕拉克里什南：竞争永远都存在。其实早在 1993 年我们就开始关注国际竞争。过去 20 年，竞争一直都有。新的趋势是非传统企业正在加入竞争者之列。举例来说，当我们提供软件服务时，我们就和软件产品公司竞争。因此新的竞争者不断加入进来，这就是这个行业正在经历的有趣转变。公司之间的界限日益模糊，边界正在消失，行业因此变得更加有趣。在未来，我们可能不得不以新的方式和客户合作，因为行业结构会因为云、移动、社交、大数据而变得很不一样。我知道这些新技术会对行业结构、竞争方式产生影响。到目前为止，我们进展得很顺利，我们依然在成长，依然获利颇丰。我们旗下有 165000 名员工，是一个非常庞大的组织。鉴于我们有这样的体积、规模、范围、品牌和合作伙伴，我们能够做到，事实上，我们可以做得很好。

《TheLINK》：这些正在出现的新竞争者，他们大多来自哪里？

大部分竞争对手来自发达国家，因为技术采购——尤其是作为公司行为时——事实上是发生在欧美等发达国家的。因此，竞争者也大多来自这些国家。我曾经说过，如今我看到了许多快速发展的国家，如印度、中国也开始影响全球产业格局。我期待随着这些国家的经济变得举足轻重——它们已经非常重要了——随着这些国家的企业在技术方面投资力度的加大……也许新的公司会崭露头角。

《TheLINK》：您觉得您和您的竞争对手有怎样的未来？

显而易见，我们必须适应正在发生的变化，适应日新月异的技术和正在进化的体系。举例来说，过去当我们向客户提供系统应用产品（SAP）时，我们收到客户的要求，据此修改或定制产品，并加以应用，然后这个项目就结束了，客户开始使用产品。现在情况不同了。客户期待我们通过云预订服务来提供系统应用产品。因此我们向客户提供解决方案的方式变得完全不同。例如，为了实现它，我们必须和系统应用产品合作，必须和硬件服务提供商合作，因为我们的软件得依靠他们的硬件来运行，我们还必须将所有东西捆绑起来。因此，提供服务的方式迥然相异，这也是这个行业正在经历变革的原因。

我相信云是根本性变化。就像电被发明一样。我们有了发电机和电池，电被重新分配了。然后，家家户户都通上了电。如今，电脑计算与此无异。每个公司都有自己的数据中心。但有了云，一切都会上网，就像我们通过电网来获得电一样，这就是正在发生的转变。当这个转变完成后，我们会发现计算的成本大幅



coming from the developed countries, because the technology adoption – especially when it comes to enterprises – is actually in these developed countries like the U.S., Europe etc. So most of these competitors are coming from these countries. Having said that, I now see some of the fast-growing countries – India, China – also starting to have impact on the global industry’s landscape. And I expect that as the economies of these countries become significant – and they already are – and as the businesses in these countries start investing a lot more on technology... maybe new companies will emerge.

TheLINK: What do you think the future holds for you and your competitors?

Clearly we have to adapt to the changes that are happening, the technologies that are coming, the structures that are evolving. So for example, traditionally when we implement, let’s say an SAP (systems applications products) application for a client, we would get the requirements, we would make modifications or customise the product, implement it and then the project is over. The customer starts using the product. Today, it’s different. What they expect is that we’ll offer SAP on the Cloud

as a subscription service. So it’s a very different way of providing the solution to our clients. And in order to do that, for example, we’ll have to have partnerships with SAP, we’ll have to have partnerships with hardware service providers because our software will ride on their hardware, and we’ll have to bundle all these things together. So it’s a very different way of delivering service and it’s why the industry is changing now.

I believe Cloud is a fundamental change. It’s like when electricity was introduced. We had generators and batteries and it was redistributed. Then everybody had their own

降低。今天，从云服务提供商那里，你可以零成本或以极低的开销来获得几乎无穷的计算与无限的存储。这是正在发生的令人叹为观止的变化。因为，如果你有一家小公司，你可以在自己需要时直接购买所需的服务，为自己使用的东西付钱。这很不一样，因为它将对资本的需求全部抹去了。这就是我们正在经历的根本性转变。然后，当你将它同移动手机连结在一起，想象一下，25亿人的手中都有电脑，有为他们提供无限存储与无穷计算的云。这是掌握在每个人手中的惊人力量；公司必须通过创造合适的产品与服务来回应这个新世界。

《TheLINK》：下一个改变您的行业的重大创新会是什么？

过去30多年，我们一直致力于业务流程自动化。我们将人工做的事放到电脑上。但总体来说，即使在电脑上做，流程也是相似的。但在将来，随着我们知道的每一样东西上都可连上或已连上网络，我们会看到转变的发生，我们执行业务流程的方式会很不一样。这是一方面。另一方面：我们正在产生大量的数据与信息。现在我们要怎样利用它，怎样把它变得可控？打个比方说，如果你今天光顾了一家商店，买了点东西，这个信息就会从头到尾立刻传输到工厂，甚至在一瞬间传输到原材料制造商那里。你再也不需要一个订单输入系统，因为每一次销售都会被即刻反映在整个价值链上。你可以回应说，我马上换掉它（售出物品）。那么我也会把这次变化纳入业务和业务流程之中，纳入我们对未来价值链的看法之中。我们如何利用眼下正在生成的数据和信息呢？信息处理、分析、大数据，所有这些东西改变的不只是IT行业，而是未来所有产业的运营方式。

《TheLINK》：上季度印孚瑟斯的领导层发生了一些变化，这是公司史上首次出现所有联合创始人从最高执行职务上退休的局面。这样的变化有什么影响？

交接得很顺利。2014年10月10日，我们公布了非创始人首席执行官领导下的第一个季度的业绩。这个季度还不错。员工、投资人、我们的客户、所有的股东都发现新的领导团队非常称职，他们掌控了局面，我们有了一个业绩不错的



季度，可以说是顺利过渡。

新的领导层非常合格：史维学博士（Vishal Sikka）加入了我们，他是个不可思议、魅力非凡的领导者，技术底蕴深厚。他与一支约12人组成的领导团队共事，他们对印孚瑟斯都非常了解，每位都已为公司服务十年以上。我相信，这样的组合，这个极其强大的领导团队会带领公司前进。就像过去30多年我们做到的那样，未来30年印孚瑟斯会发展得更好，我对此很有信心。

《TheLINK》：您计划在明年退休。回顾您在印孚瑟斯的岁月，您最大的成就是什么？最大的遗憾又是什么？

显而易见，最大的成就就是很荣幸有机会在印度打造这样一家世界一

流的跨国公司。印孚瑟斯今天在全世界拥有165000名雇员，其中在中国约有3500人。我觉得这是一个壮举，一个伟大的成就。因为我们为全球成千上万的人提供了良好的工作机会，我们服务的客户遍布40多个国家，我们的收益约为82亿美元。2007-2011年，我担任了四年CEO，显然这是过去30多年里的辉煌一笔，我参与了将公司打造成世界一流企业的过程，很好地服务了我们所有的股东。

我毫无遗憾，因为我们已经取得了巨大的成功。人的一生中，总有一些低谷，但在失意时，你要重振旗鼓，继续前行。这个公司最终成为了一个非常成功的组织，看到我们今天所处的位置，我非常高兴。

《TheLINK》：我了解到，您打算退休后全身心投入到国际教育项目之中。具体的计划是什么？中欧是否会成为您计划的一部分？

中欧必然是我的计划的一部分。成为中欧国际顾问委员会成员，我深感荣幸。我期待至少每年来这里（与其他顾问委员会成员）开一次会。

这是一个相互连通、相互支持的世界。今天如果你想拥有完整的优质的教育，你就需要有国际化的视野。今天，我们所有人的生活从某种形式上来说都是全球化的。我们是连通的。每一天，我们都需要合作。这意味着我们所培养的年轻人，他们要有国际化思维、国际化意识和国际化的人际网络，以便应对和解决未来出现的问题。这是教育中非常非常重要的一环，是我相信中欧能扮演重要角色的地方，也是我加入中欧国际顾问委员会的原因所在。

generators in their homes. Today computing is like that. Every company has data centres in-house. But with the Cloud, all this is going to go to the grid. It's like we tap electricity from the grid. We just plug in and we expect electricity to come. Similarly, we plug in and we expect computing to be available. So that's the transition that is happening. When this transition's complete, we will see that the cost of computing is dramatically lower. Today, from a Cloud service provider, you can get almost infinite computing and infinite storage at practically zero cost, or very low cost. And that's an amazing change that is happening because, for example, if you're a small company, you can just buy what you need when you need it and pay for what you use. It's very different because it takes away all the need for capital. So this is a fundamental transition that we are going through. And then when you combine that with the mobile phone, imagine 2.5 billion people having a computer in their hands and having the Cloud supporting them with infinite storage and infinite computing. So that's an amazing power in the hands of individuals; and companies will have to respond to this by creating appropriate products and services to serve this new world.

TheLINK: What will be the next big innovation that will transform your industry?

The last 30 plus years we've been working on automating business processes. We took what we do manually and then put it on the computer. But, by and large, the process was similar even though we used a computer. But in the future, with Internet of everything, with processing available or processing embedded in everything that we know, we'll see a transformation happening and how we execute business processes may be very different. That's one aspect of it. The second aspect is: we're generating a huge amount

of data and information. Now how do we leverage this and how do we make them actionable? So for example today if you go to a store and purchase something, that information can be transmitted instantaneously all the way to the factory. All the way even to the raw material manufacturers, instantaneously. So you don't need an order entry system anymore because every sale is reflected across the value chain immediately. And you can respond to that, saying I'm going to replace that (item sold) immediately. And that's the change that we need to factor in within our businesses, in our business processes, and how we look at value chains in the future. So how do we leverage the data and the information that we're generating now, and information processing, analytics, big data, all these are also going to transform how not just the IT industry, but how all industries



“

This is a fundamental transition that we are going through.

”

operate in the future.

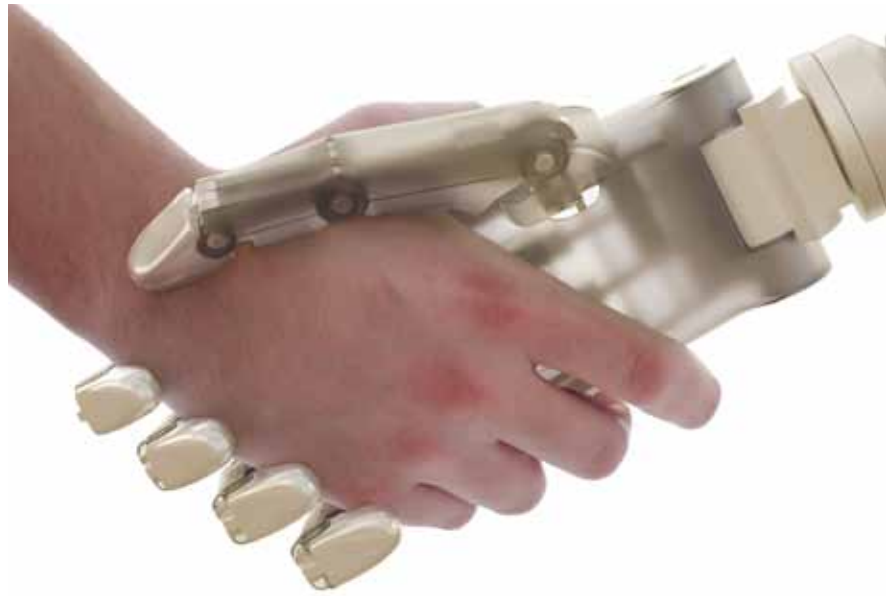
TheLINK: *With the changes made in Infosys' leadership team last quarter, this is the first time in the company's history that none of its founders has executive roles. What has been the impact of these changes?*

The transition has been smooth. On October 10, 2014, we announced results for the first quarter with a non-founder CEO. It was a reasonable quarter. Employees, the investors, our customers, all the stakeholders have seen that the new leadership is very much in place, they are in control, and we had a reasonable quarter so the transition has gone on smoothly.

We have Dr Vishal Sikka who has joined us and he's an incredible and charismatic leader with tremendous technology depth and he has a leadership team of about 12 people who will work with him who have tremendous knowledge about Infosys. Each of them has been with the company for 10+ years. So that combination is, I believe, very, very strong leadership that will take this company forward. I'm very confident that, as we did in the last 30 plus years, the next 30 years are going to be even better for Infosys.

TheLINK: *You plan to retire in 2015. Looking back at your career at Infosys what has been your greatest accomplishment? Your biggest regret?*

Clearly, the greatest accomplishment is the opportunity and privilege to create a world-class, global corporation out of India which today employs 165,000 people around



the world including about 3,500 people here in China. So that, I feel, has been a great, great accomplishment. Because we've created good jobs for thousands of people around the world, we serve customers in about 40+ countries, and we have revenue of about \$8.2 billion. And I was the CEO for 4 years from 2007 – 2011 so clearly that's the highlight of the last 30 plus years, being part of this process of creating a world-class corporation and serving all our stakeholders very well.

I don't have any regrets because we've been hugely successful. In life there will always be some low points but what happens then is that you pick yourself up and go forward. And at the end of the day this is a very successful organisation so I'm very happy at where we are today.

TheLINK: *I understand that after you retire, you plan to focus all your efforts on international education programmes. What exactly does this*

mean? Is CEIBS a part of this plan?

CEIBS is definitely part of that plan. I'm honoured and privileged to be part of the International Advisory Board of CEIBS and I look forward to coming here and meeting [with the rest of the board] once a year, at least.

It's an interconnected, interdependent world. Today if you want to have a complete, good education, you need to have international exposure. All of our lives, today, are global in some form or another. We are interconnected. So we need to work together every single day. And that means when we prepare the youth, they need to have that global mind-set and a global awareness and a global network in order to tackle the problems of the future and build solutions. So that's a very, very important part of education and that's where I believe CEIBS could play an important role and that is, again, the reason why I'm part of CEIBS' International Advisory Board.