# HCL investing in people to transform itself

*Transformation is a part of every organisation and important for it to grow. The same is happening at HCL Infosystems as well with a number of new practices being introduced. Premkumar Seshadri, executive vice-chairman and managing director, HCL Infosystems Ltd, talks about his company.*

**Q. Can you explain the current business focus of HCL Infosystems in the context of the transformation journey that you are undergoing?**

A. Our transformation journey as a technology company focuses on playing to our strengths and staying relevant in an ever changing dynamic business environment. As part of this journey, we are investing in emerging technologies, upgrading and aligning systems and processes to the new order and most importantly focusing on "People Invest" by creating adequate leadership bandwidth in the company.

The core focus of HCL Infosystems is our Enterprise Business. The synergy of our value-added distribution and IT operations has resulted in a significant traction among our partners and customers reflected by a 35% y-o-y growth in our enterprise business revenue. This growth is one of multiple positive metrics that we are aggressively building on.
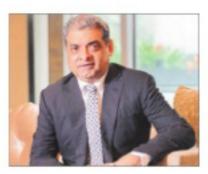
**Q. In the past one year, there have been quite a few top-level appointments in the leadership team. Can you comment on the strategy behind it?**

A. Our people strategy is at the core of our transformation exercise. In the recent past, we have brought onboard a set of highly experienced business and functional leaders to fast-track our growth path.

Over the past year, I along with my senior colleagues have invested a significant amount of time and effort to build a highly cohesive leadership team.

**Q. HCL Infosystems has introduced a weekly assessment system for employees. Can you share some details? How does it fit in with the company's transformation journey?**

A. Our business transformation journey was launched in early 2015 with the sole objective of regaining our leadership position in the industry that we were instrumental in founding in India. True to our DNA and history we are used to setting and meeting tough targets with tough timelines. In order to ensure that every aspect of our transformation journey stays on track, it is essential that everyone performs to their full potential. What we needed was a process that continuously sensitised all of us of the need to perform and at the same time enabled each of us to self-assess our performance. In this context, the total dependence on a conventional annual appraisal system is quite inadequate.

Consequently, we conceptualised, developed and rolled out in October 2015, PULSE (Personalised Unit Level Self Evaluation) — a weekly mobile-enabled self-assessment system for everyone.

PULSE ensures that the organization as a whole has a virtual real time view of performance and enablement gaps and is therefore able to quickly move in to address them.

For us PULSE is a part of our daily working life and — to our knowledge — one of the first such assessment concepts to be introduced on such a scale anywhere in the world.

**Q. You have extensive experience of working on prestigious and large-scale government projects. How has been the experience so far? Do you see a change in recent times on how government projects are moving and what are your expectations?**

A. HCL Infosystems has a four-decade strong association with the government for the execution of mission-critical nation-building projects. HCLI has built unparalleled competencies in the successful delivery of such projects, including those in Defence, Telecom, Public Distribution and Power sectors. We are also the managed service provider for the world's largest identity management project —Aadhaar — where we have crossed the 100-crore enrolment milestone. Government projects involve huge CAPEX and investments and operational margins of major system integrators like us are under pressure due to significant project and payment delays. The main cause is lack of decision-making at certain levels. Though of late, there has been easier accessibility and more action at the ministry levels, the industry feels that with the current focus on ease of doing business, on-time, milestone-based payments to vendors and service providers need to be a critical consideration.

**Q. Besides India, how has your business foray been in the overseas markets?**

A. The Middle-East and Singapore regions hold great growth opportunities for us, especially for our services business. The company has tripled its growth in the UAE during the past 3 years. We are concentrating on a range of IT infrastructure services and associated applications in this region. In Singapore, we are already working on prestigious government projects and simultaneously building the private sector business.

> "As part of our transformation journey, we are investing in emerging technologies, upgrading and aligning systems and processes to the new order and most importantly focusing on "People Invest" by creating adequate leadership bandwidth in the company"