Managed Innovation

*This supporting deck must be always reviewed & understood in the context of Cognizant’s Nomination for MIX - Innovating Innovation Challenge
Managed Innovation

• Why can’t everyone in an organization innovate?
• Is there a structured way to energize and enable everyone to innovate within the scope of their work?
• Could that lead to the next big thing?
• Could the outcome of such Innovations be big enough?
• Would innovations from the ground-up make a difference?
• Even if the value of innovation impact is small, could the cumulative rewards be big?
• Could the concept of “Long Tail” be applied in Innovation too?
Barriers to Innovation

- Lack of understanding that everyone is innovative
- Fear of failure
- Fear of criticism
- Lack of a conducive environment/motivation (management)
- Lack of time
- Lack of understanding of innovation process
- Team culture too focused on status quo
- Lack of skills/knowledge that drives insights and ideas
- Lack of awareness about reuse as a form of innovation
- ‘Not invented here’ syndrome prevents reuse even if awareness is not an issue
Innovation Index

* The above figure is an indicative sample for the purpose of explaining Cognizant innovation dashboard. Please note that the names and values here are scrambled and not actual.
Innovation Management System
Innovation Summit
Power of Perspectives

CEO’s Perspective
- Grow Topline Business
- Grow Revenues
- Launch New Services
- Globalize Business

What’s the next BIG thing?

COO Perspective
- Execute Current Priorities
- Operational Efficiencies
- Effective Processes
- People Priorities

What’s our today’s BIG Challenge?

CFO’s Perspective
- Grow Bottom line
- Reduce Costs
- Manage Risks
- Compliance

Where’s our next BIG Risk?

Client Director
IT Alignment With Business
- Improve Margins, Cash flow
- Achieve Business Goals
- Improve Quality, Staffing, Customer Satisfaction

Account Director
Meeting Revenue Target
- Improve Client Relationship
- Reduce Costs
- Meet Financial Targets with less strain

Delivery Director
Meeting Delivery Goals
- Increase Productivity, Quality and Efficiency
- Reduce Operating costs
- Improve Team Enthusiasm and Morale

©2011, Cognizant
Innovation Profiling

- **Focus on sustaining innovation**
  - Level 1. Inception
  - Breakthrough
  - Enhancing
  - Sustaining

- **Focus on input and process innovation**
  - Level 2. Functional
  - Breakthrough
  - Enhancing
  - Sustaining

- **Enhancing market facing innovation**
  - Level 3. Performing
  - Breakthrough
  - Enhancing
  - Sustaining

- **High levels of innovation in all areas**
  - Level 4. Best In Class
  - Breakthrough
  - Enhancing
  - Sustaining
Power of Hierarchies

Strategic Management
- Staff

Operational Management
- Staff
- Staff

Tactical Management
- Staff
- Staff
- Staff

Policy
- Define Policy & Outcomes
- Demand Innovation
- Fund Innovation

Innovation Leader

Governance
- Define practices & Scorecard
- Overcome Impediments
- Define Innovation Challenges

Innovation Champions

Practice
- Apply know-how
- Fountainhead Insights
- Ideate and Implement

Innovation Champions

Idea Champions

Idea Champions

Idea Champions
Thank You