THE 5 THINGS SUCCESSFUL COGNIZANT CLIENTS ARE DOING TO TRANSFORM THEIR BUSINESS

Brian Roche, Vice President of Products

Dell EMC World
THE BEST PRACTICES SUCCESSFUL COGNIZANT CLIENTS ARE EMPLOYING TO TRANSFORM THEIR BUSINESS

➢ OUR WORLD HAS CHANGED, IN WAYS WE NEVER IMAGINED
➢ A SMALL FEW ARE ADAPTING THEIR PEOPLE, CULTURE & TECHNOLOGY
➢ WITHOUT A TRANSFORMATION PARTNER, MANY ARE FALLING BEHIND
➢ COGNIZANT IS HELPING THE FORTUNE 2,000 TRANSFORM
➢ THIS TALK IS ABOUT HOW YOU CAN LEARN FROM THEIR SUCCESSES
The Digital Economy
Changes Everything

Disruption

9/10 companies will see revenue stalled due to digital disruption

Recovery

Only one will recover from that stall

The Future

Unlock value, innovate and leverage new technology, reimagine customer experience
identifying **disruption**.

"Everything basically is subservient to the need to be able to make decisions, and build things, faster than anyone else." – Adrian Cockcroft
Maybe Amazon didn’t invent microservices, and maybe it wasn’t the pioneer of Agile methodologies. But evolution doesn’t always happen in one place first. There’s plenty of evidence that Amazon did come up with these concepts on its own initiative and implemented them for success.

• **1994-1998**
  - Begins selling books.
  - Competing against Barnes & Noble.

• **2001**
  - Decomposes its monolithic stack into microservices.

• **2005-2011**
  - Moves into cloud computing.
  - Introduces AWS.

• **2011-2015**
  - Begins offering streaming services Amazon Music and Video.

• **2018**
  - Starts experimenting with health care and disruptive shipping services.
IT WAS EASIER FOR A TECHNOLOGY COMPANY TO LEARN HOW TO BUILD A CAR, THAN IT WAS FOR A CAR COMPANY TO DEVELOP SELF DRIVING TECHNOLOGY.
Unlocking the value of legacy applications and transposing that value to a cloud context is key to success in the Digital Economy.

Courageous executives need to keep the business running; take advantage of innovative technologies & reimagine application experiences in a way that delights their users.
successful transformation

people.
culture.
technology.
WHAT IS DIGITAL TRANSFORMATION?

Many organizations struggle to reach a consistent definition of what Digital Transformation means for their business. As a result, 35 percent of executives see this as a key barrier to achieving their full digital potential.

Courageous executives drive technology transformations with their teams. They see their role as a joint owner, an active participant on the ‘journey’.

“Executive’s need to embrace the type of fearless innovation that has made Amazon so successful.” – Brian Verkley
WHERE AND HOW TO START

Digital Transformation is an enterprise-wide endeavor, and it’s incumbent on the CEO to take the reins and drive focus that unites IT and the business. Leadership driving successful transformations embrace the following themes:

**USER IS OMNIPRESENT**
Product teams focus on delivering end-user value and measure success via adoption rather than vanity metrics.

**THINK BIG; START SMALL**
It’s difficult to chart the unknown. By starting small teams prioritize their work and measure success making incremental improvements.

**OUTCOME-BASED**
Teams think in terms of customer journeys and customer outcomes. Taking a technology first approach is often the path to failure.

**CULTURE**
Companies don’t change, people change. Adopting a culture of trust and acceptance of user experiments/failure is key to redefining competitive advantage.

**ORGANIZATIONAL SILOS**
Tearing down the organizational walls and adopting DevOps are keys to fast moving iterative teams.

Organizational transformation is hard because every company’s DNA is different. There’s no blue print for success. Accepting help from a strategic partner like Pivotal or Cognizant can profoundly increase your probability of success.
Leadership

No transformation movement succeeds without leadership support. Transformation impacts every part of the business. To pull off such a massive shift organizations need to accept that not changing is the existential threat.

Leaders play a key role in defining the goals of transformation. Supporting experiments and adoption of Lean. Leaders need a point-of-view and to continue to re-enforce that stance through the change. Increasing investments around innovation and placing the customer at the center of everything we do.

Individuals

The skills that got you to this point in your career may not be the skills that enable you to thrive in the Digital Economy. We each own the learning investment needed to acquire the skills to enable our company to be successful.

Learn and embrace new technology. Reskill yourself so you can continue to be an asset to your company. Breakdown organizational silos and find ways to work together. Become customer and user obsessed and place their needs at the center of everything you do.
THE LEAN STARTUP MOVEMENT

In 2011 Eric Ries’s book, the Lean Startup had as profound an impact on how we build software as Amazon had when they discovered microservices. The Lean Startup movement was born, based on the Toyota Production System principles, it introduced a radically new management philosophy.

The Lean Startup was often seen as an approach startups could embrace to enable rapid innovation and validation of new ideas. The shift to cloud has driven widespread adoption of this system in the enterprise with mixed results as enterprises now have the same need for speed.

Cognizant teams practices lean methods for software delivery with our clients to enable rapid innovation and validation of new ideas. When combined with high powered engineering working in an XP model clients see rapid success.
Intelligent  ●  Automated  ●  Portfolio Transformation

Cognizant Digital Engineering has created a unique set of assets to automate, simplify and reduce the risk of decomposing legacy applications. Our tools will enable the rapid creation of new Digital Value in three simple steps.

**STEP 1**
REVERSE ENGINEERING
Automated Portfolio Business Value Assessment

**STEP 2**
REUSABLE ASSETS
Services marketplace w/app building blocks

**STEP 3**
FORWARD ENGINEERING
Rapid Application Composition

**OUTCOME**
DIGITAL VALUE
Continuous innovation with new applications
PAIRING TDD

BALANCED TEAMS

FEEDBACK

ELIMINATE WASTE

MVP

NEW CULTURE
NEW WAY OF WORKING
NEW WAY TO WIN

NEW TALENT
MODERN OFFICES
we love them but 
one size does not fit all

Collaboration
Open workplaces promote collaboration and access to the entire team. This enables us to make quick decisions and move fast.

Whisper Zones
Not every task requires violent constant collaboration. Occasionally we need quiet time to get work done.

DevOps Adoption
Taking down the physical walls accelerated our adoption of DevOps and helped us deconstruct the organizational silos that were barriers to success.

one size does not fit all, variety is key. we’ve adapted our approach to the modern office by listening to our most valuable asset - our people
disrupt yourself.

Dedicate time quarterly to disrupt yourself. Identify weakness in your technology or strategy and try to exploit it. Once exposed close those gaps before your competitors do.

need for speed.

Removing roadblocks and enabling teams to deliver fast will increase customer feedback. Faster feedback accelerates learning. Companies that adapt quickly to market needs will win.

start small.

Start with something small and iterate quickly. Relentlessly focus on MVPs (Minimum Viable (valuable) Products and increase learning cycles.

customer journeys.

Customer adoption will lead to. Revenue will always be the scorecard. Begin with a meaningful customer journey and demonstrate success.

failing fast

decoming revenues quarter over quarter is an example of the wrong type of failure. this is failing fast.
change is **hard**.

Everyone has a plan 'till they get punched in the mouth. – Mike Tyson
the world has changed
success is not guaranteed
but failure is if you do nothing.

transform your **team**. transform your **company**. transform **yourself**.