



Innovation-by-Design

Despite the innovation promised by digital, large enterprises struggle with realizing its benefits – and for reasons often not related to technology. A human-centered approach focused on external and internal customer journeys is the solution.

Large, complex enterprises struggle to adapt to change

Customer experience expectations – whether from external clients or internal staff – have skyrocketed. While digital is maturing, its rate of change often outstrips large enterprises' capacity to adapt. The latest study¹ by Harvard Business Review Analytic Services in association with the Genpact Research Institute indicates that only 21% of companies are truly reaping the transformative value of digital. Other recent research in this area has had similar findings.

Harnessing digital at scale is a challenge

Innovation is often fragmented, hamstrung by the disconnect between the modern front end and a manual, dated back office. As a result, innovation doesn't scale. This problem has stubbornly resisted traditional transformation methods and is at the root of a "digital divide" between leaders in the adoption of digital technology and analytics, and the majority of enterprises.

Innovation-by-DesignSM, the design-thinking driven approach to innovation, addresses these issues.

By aligning the organization end-to-end, and by taking customer journeys as a lens, Innovation-by-DesignSM combines practical principles – which are often well understood by marketing groups, yet foreign to mid- and back-office operations executives – with operational savvy to enable alignment between relevant parts of the enterprise, and ultimately transform the customer experience from end to end.

Innovation-by-DesignSM uniquely leverages the four pillars of Lean DigitalSM:

1. **Lean principles** that foster an end-to-end, agile approach
2. **Domain expertise** that reflects the value of deeply understanding industry and functional specifics
3. **Digital technology and analytics** that harness the most relevant and advanced solutions

4. **Design-thinking practices** encourage deep understanding of the people involved in the flow of work required to create superlative client experiences and facilitate quick iteration of ideas.

Depending on the context and the nature of the problem design-thinking can be complemented by using tools and techniques from other disciplines including transformation methods and solutions such as Lean Six Sigma (see figure 1).

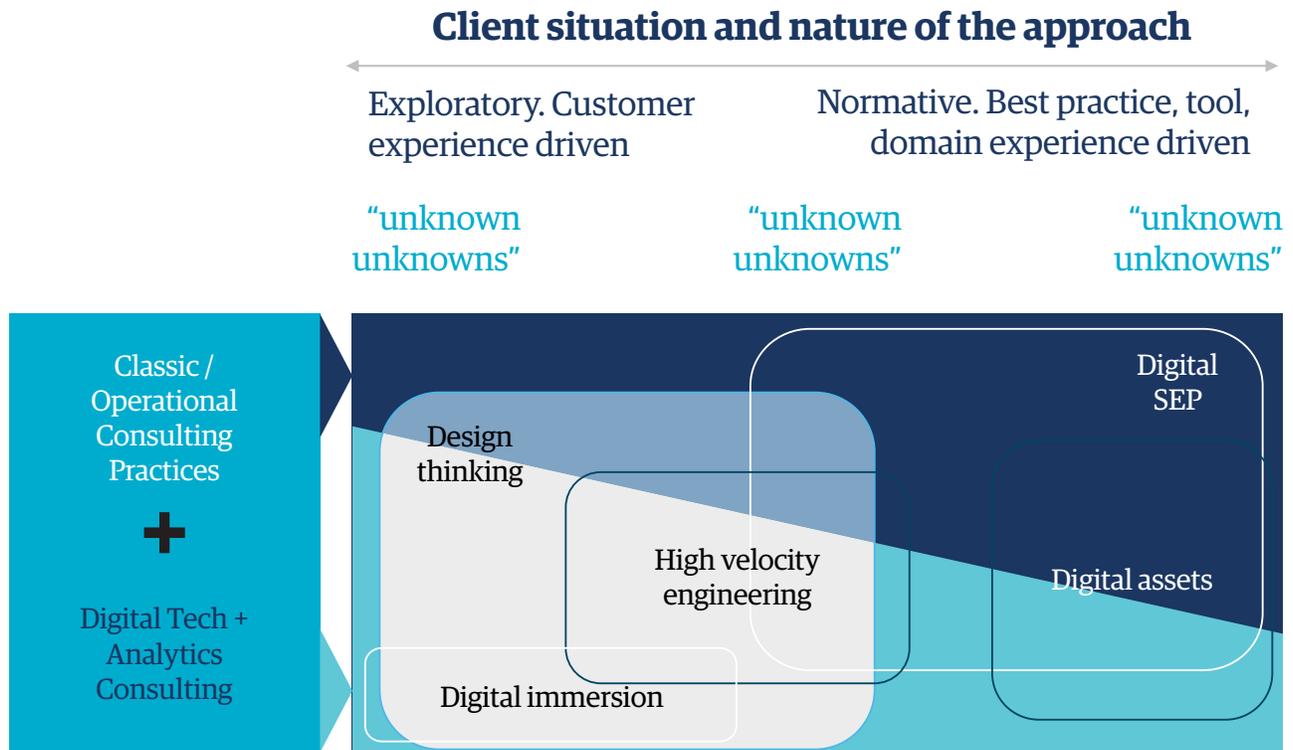


Figure 1: Innovation-by-DesignSM harness complementary transformation practices

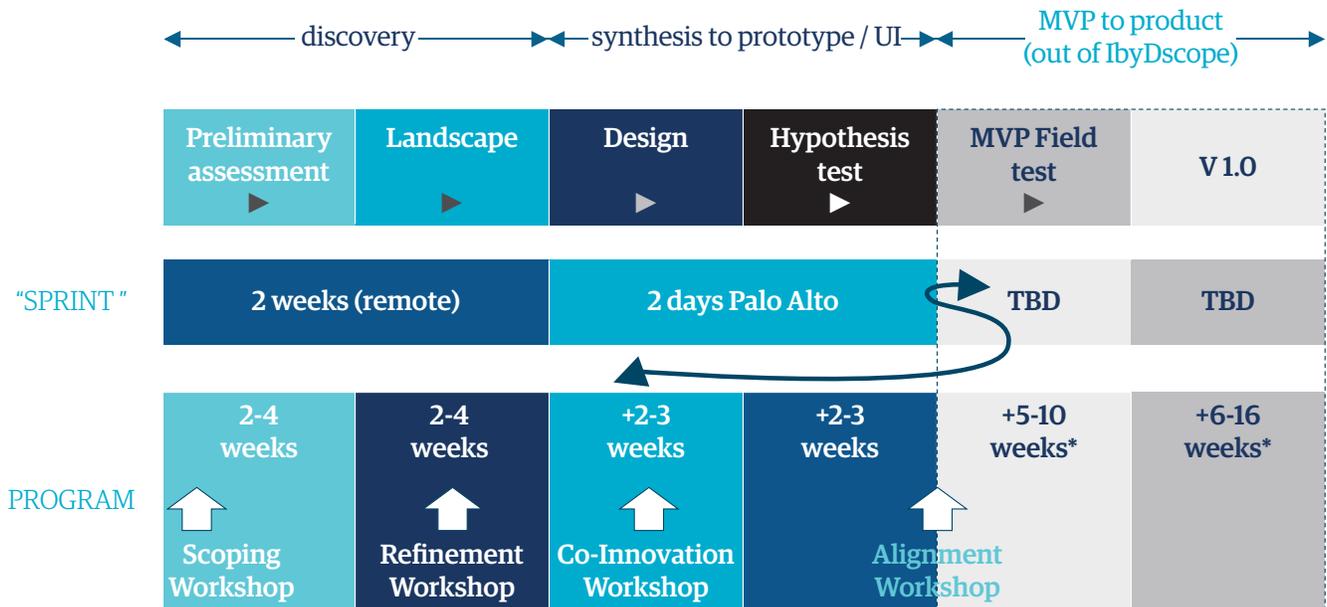


Figure 2: Innovation-by-DesignSM process

Innovation-by-DesignSM can be applied in three different ways:

- **Innovation Sprint** helps organizations solve a finite problem, typically with limited dependency on legacy operations. Centered around a two-day workshop, it helps organizations identify and reframe business problems, devise innovative ideas for testing, and rapidly develop working prototypes through high-velocity engineering
- **Innovation Program** helps organizations address broader, more complex problems, which often touch significant legacy operations. This 6-8 weeks effort consists of more than one design-thinking immersions as well as hackathon-style development workshops. The result is a minimum viable product roadmap
- **Innovation Operations** help organizations structurally incorporate a new mindset and methods to continuously surface and execute radically new ideas, thereby creating an innovation-accelerator operating model. Over a 6-12 month period, a multidisciplinary team rolls out an innovation framework amplified by operational support which accelerates implementation interventions

Impact

Radical innovation combined with unprecedented customer experience is no longer the precinct of startups

- A consumer products global leader reimagines mature and complex order management to boost retail client value and better compete on data in an unpredictable, promotion-heavy environment

- A life science global leader rethinks parts of the procurement cycle to significantly enhance budget adherence and compliance
- The financial arm of a global auto manufacturer reinvents client experience during the origination phase of its financial products

Why Genpact Innovation-by-DesignSM

Innovation-by-DesignSM is an integral part of Genpact's **Lean DigitalSM** approach, which **tightly aligns interventions across front-, mid-, and back-office** towards an ideal **"one office"** in order to deliver real impact and reduce transformation complexity

Granular, **practical** understanding accumulated over the transition, transformation, change management, and running of complex, global operations allows Genpact to more quickly determine what is material, and leverage this insight to reimagine underlying processes and organizational practices – not just technology.

Also, Genpact is uniquely positioned to carry out **experiments** in human-machine interactions and end-to-end transformation, test it in the **world's largest sandbox** – its own delivery operations, across functions and industries – and derive operational insights.

Finally, Genpact's **unbiased, impact-oriented** culture shuns the baggage of legacy solutions and embraces the **diversity** of ideas and insights, both within our firm and through an **open ecosystem** of partners across industry, academia, and innovative startups.

About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. We drive digital-led innovation and digitally-enabled intelligent operations for our clients, guided by our experience running thousands of processes for hundreds of Global Fortune 500 companies. We think with design, dream in digital, and solve problems with data and analytics. We obsess over operations and focus on the details - all 78,000+ of us. From New York to New Delhi and more than 20 countries in between, Genpact has the end-to-end expertise to connect every dot, reimagine every process, and reinvent companies' ways of working. We know that rethinking each step from start to finish will create better business outcomes. Whatever it is, we'll be there with you - putting data and digital to work to create bold, lasting results - because transformation happens here, at Genpact.com.

For additional information contact, technology@genpact.com and visit <http://www.genpact.com/lp/design-thinking>

Follow Genpact on Twitter, Facebook, LinkedIn, and YouTube.