



Enabling Innovation

To drive digital transformation, GBS organizations need to cultivate internal innovation capabilities. Key enablers include:

- Develop an innovation strategy and operating model
- Create cross-functional teams focused on innovation
- Allow protected time for ideation and experimentation
- Establish mechanisms to surface ideas from all levels
- Adopt design thinking to identify unmet needs
- Encourage rapid prototyping and testing vs. long analysis
- Allocate budget for innovation pilots and experiments
- Partner with technology firms, startups, academic institutions
- Provide venues for cross-pollination like hackathons
- Develop internal tech capabilities in AI/ML, data science etc.
- Acquire emerging technology startups to accelerate innovation
- Embed innovation KPIs into goals and incentives
- Allow fast failure and learning
- Celebrate innovation success stories
- Enable sharing of tools, data, APIs enterprise-wide
- Develop roadmaps to scale innovations after piloting
- Balance innovation portfolio across incremental and disruptive
- Continually iterate on innovation practices

In summary, GBS organizations should actively foster a culture, processes and capabilities for innovation to drive transformation. This requires leadership commitment, structural changes and most importantly mindset shift at all levels.