
Extreme Pivot – Digital Transformation



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Inspiration – Insurance of the Future

Watch Video

<https://www.youtube.com/watch?v=JCgHoU8Gj74>



**Sir Thomas Bland, Deputy Chairman of Barclays Bank, unveils the first Barclay cash machine on June 27, 1967.
Inventor John Shepherd Barron wearing a cap**

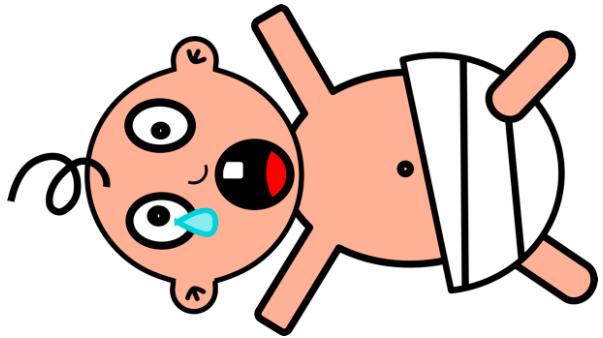
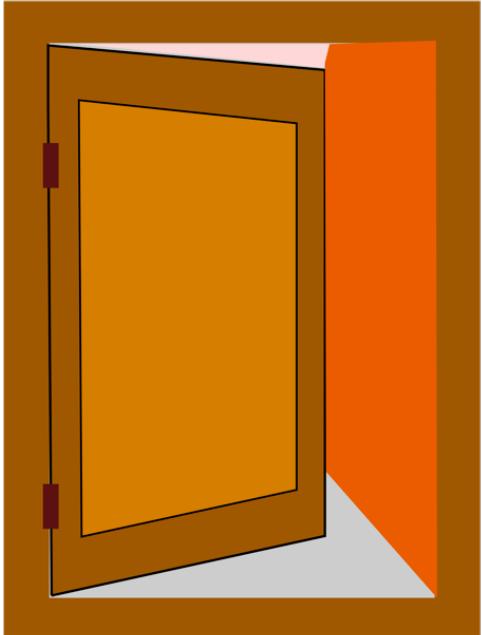
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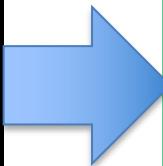
**Luther Simjian's Bankmatic
1939**

Barriers to Transformation?

**Why didn't I come up with
Uber or Agile?**



**Fault
Mode**



**Responsibility
Mode
Mindset**



Key for Transformation

Transformation = Starting Point?

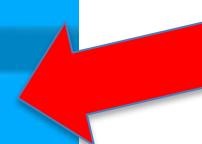


Big Idea or
Big
Problem?

Your 3 Big Problems?



Performance Undersupply



Accepted
Feature

ATM, Waiting for Dr



Big Solution
or
Small
Solution?

How much % change in customer experience?



Small changes can produce big results, but highest leverage points are least obvious.
– Peter Senge

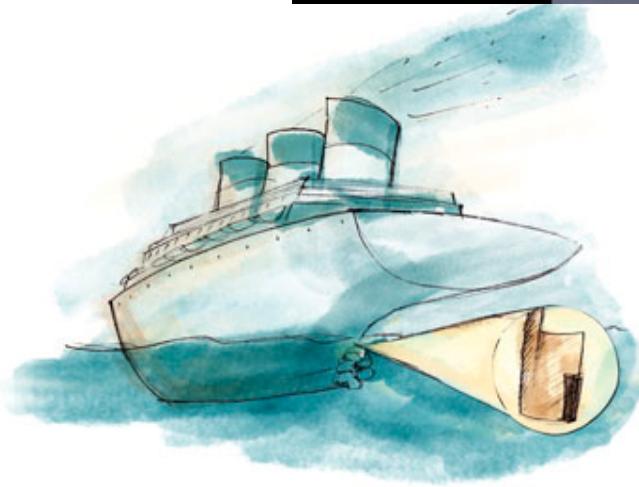
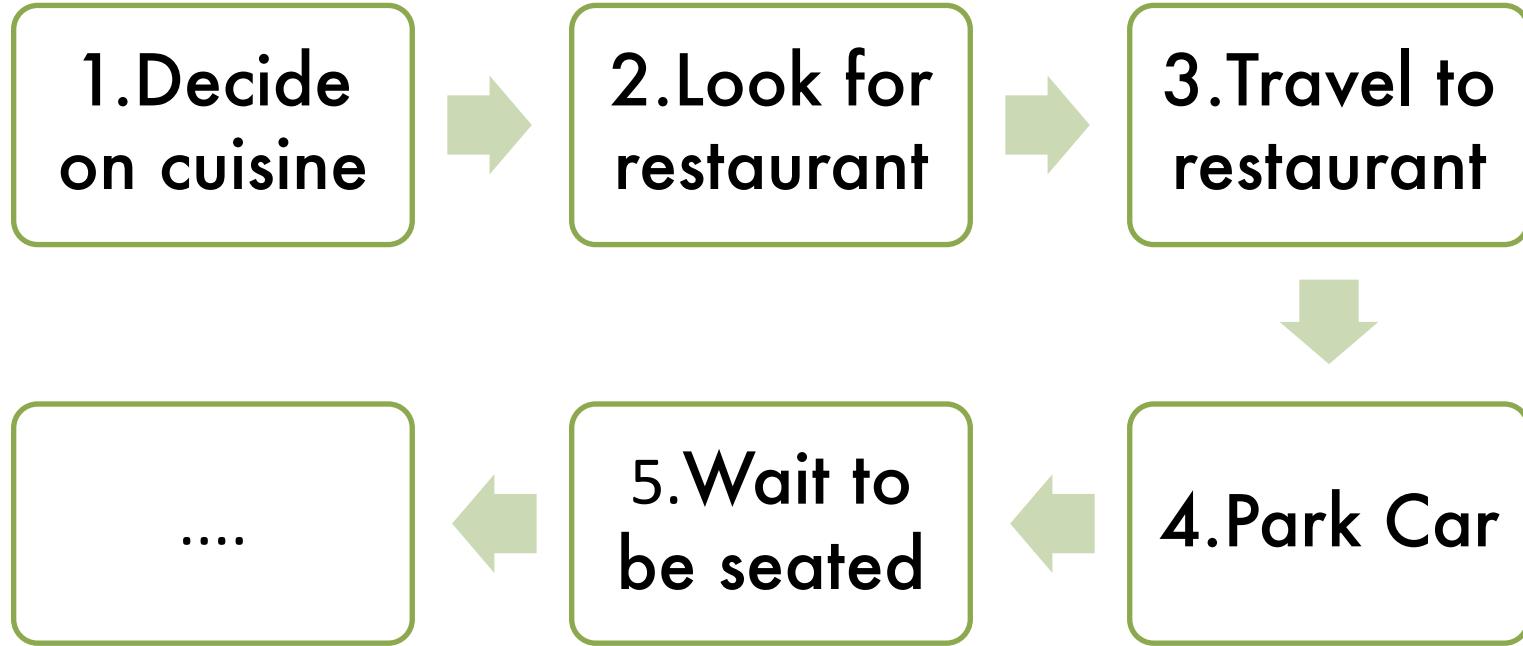


Image courtesy https://livingthehabits.files.wordpress.com/2017/02/ship_final_web.jpg



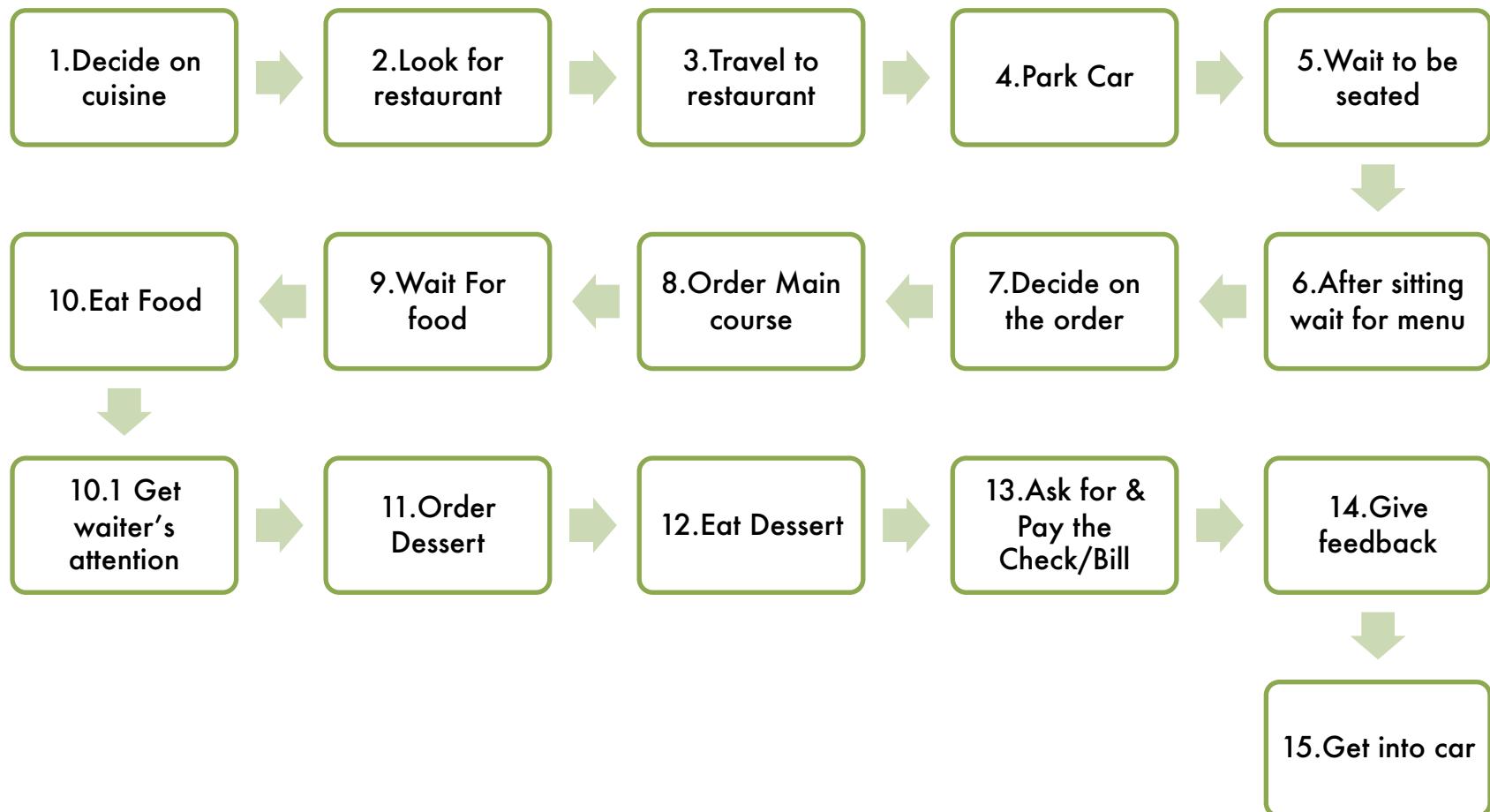
Find Trim Tab; Customer Journey Map



Restaurant Visit Example

Customer Journey – Restaurant [Established Wisdom]

Customer Journey – All the steps involved in customer's full journey for a particular functional area



3 Types of Performance Undersupply Signals



Negative Emotion



13 Turn Around Time

Opposes Intention

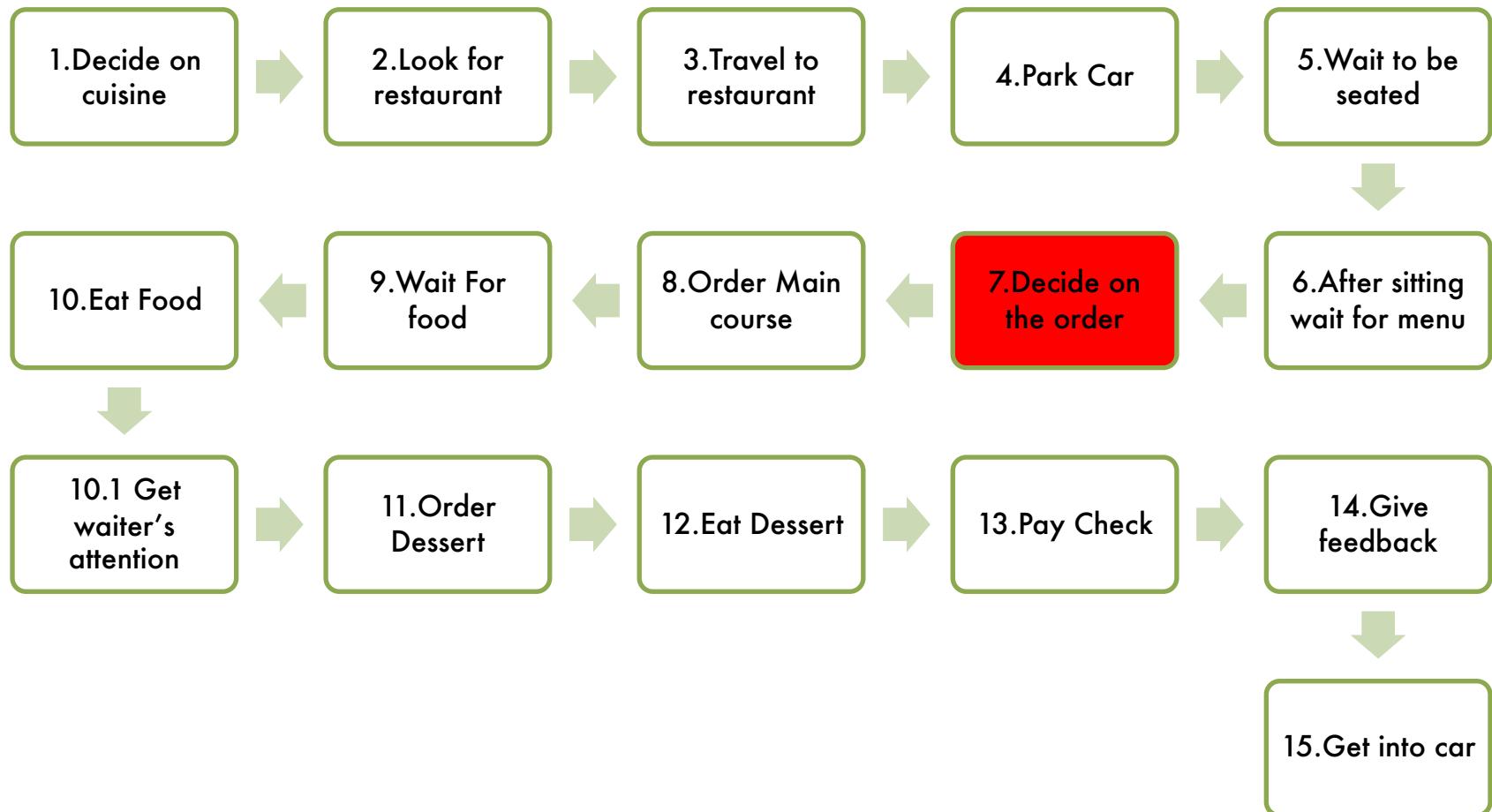
Performance Undersupply XRay [PUX]

Degree of Negative	Negative Emotion	High Turn Around Time (TAT)	Opposes Intention	Step Numbers
Worst	7	7	7	1,2,3,5,7,9,13 Step Numbers
Worse		5 9		
Bad	5 9	13 3 1 2	5 9	
Performance Undersupply Signal Type	Negative Emotion	High Turn Around Time (TAT)	Opposes Intention	

The steps occurring in all 3 swim lanes may be the high leverage ones = Trim Tab. Example Step 7

Restaurant – New Cuisine Experience

Customer Journey – All the steps involved in customer's full journey for a particular functional area



Find Trim Tab; Objective?



Extreme
Objective or
Reasonable
Objective?

**Extreme Objective: 5 min to
decide your order**

Find Trim Tab; Extreme Objective; ?



MVP or
Big Project?



Find Trim
Tab (PUX)

Extreme
Objective

Zoom In
Pivot
[MVP]

Watch Video



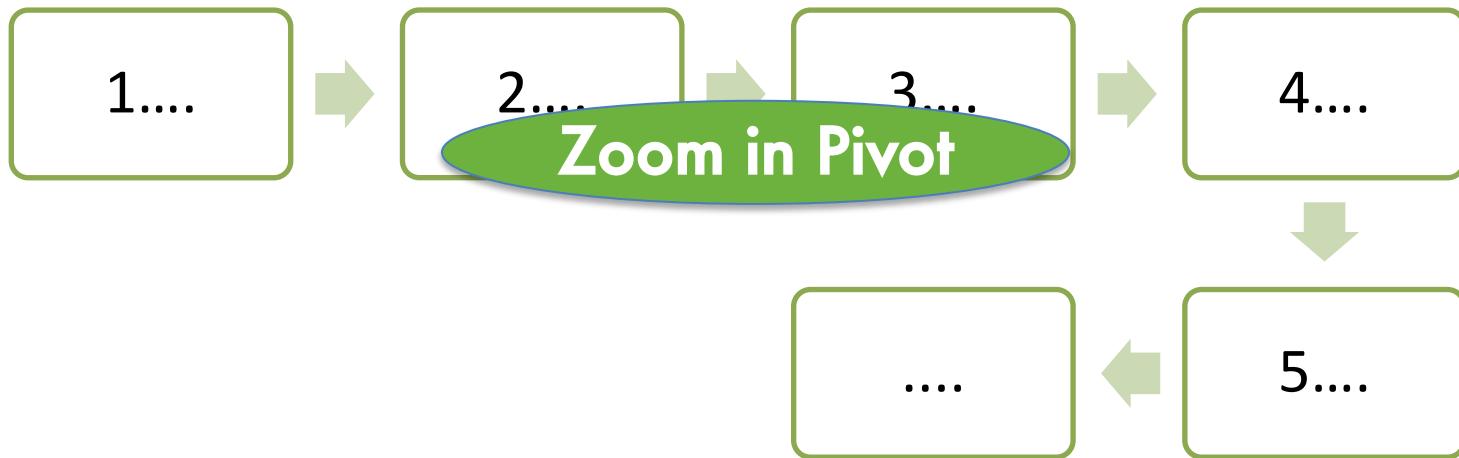
Find Trim
Tab (PUX)

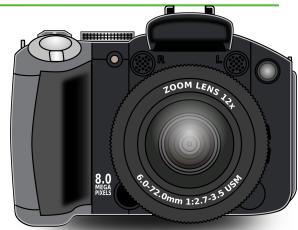
Extreme
Objective

Zoom In
Pivot 2
[MVP]

Watch Video

Zoom in Pivot Examples





Zoom in Pivot – Who?

2004 Guess
Who ?

msn Hotmail
YAHOO!
2 - 4 MB storage
Clunky ux
List View
Basic View

1 GB storage
Ajaxy ux
Conversation View
Basic View

Zoom in Pivot



By Feb 2016, free storage now at 15GB and has 1B MAUs beating both Hotmail & Yahoo Mail!



Find Trim
Tab
(PUX)

Extreme
Objective

Zoom In
Pivot

?

Scale?

Absorbing Many Customer Journeys



Cust Journey 1

CUSTOMER JOURNEY MAP TEMPLATE



Cust Journey 2

CUSTOMER JOURNEY MAP TEMPLATE



Cust Journey 3

CUSTOMER JOURNEY MAP TEMPLATE



Zoom Out Pivot

Cust Journey 4

CUSTOMER JOURNEY MAP TEMPLATE



Cust Journey N

CUSTOMER JOURNEY MAP TEMPLATE



Many Customer Journeys pivots to a feature of the new product/service – Example Smartphone

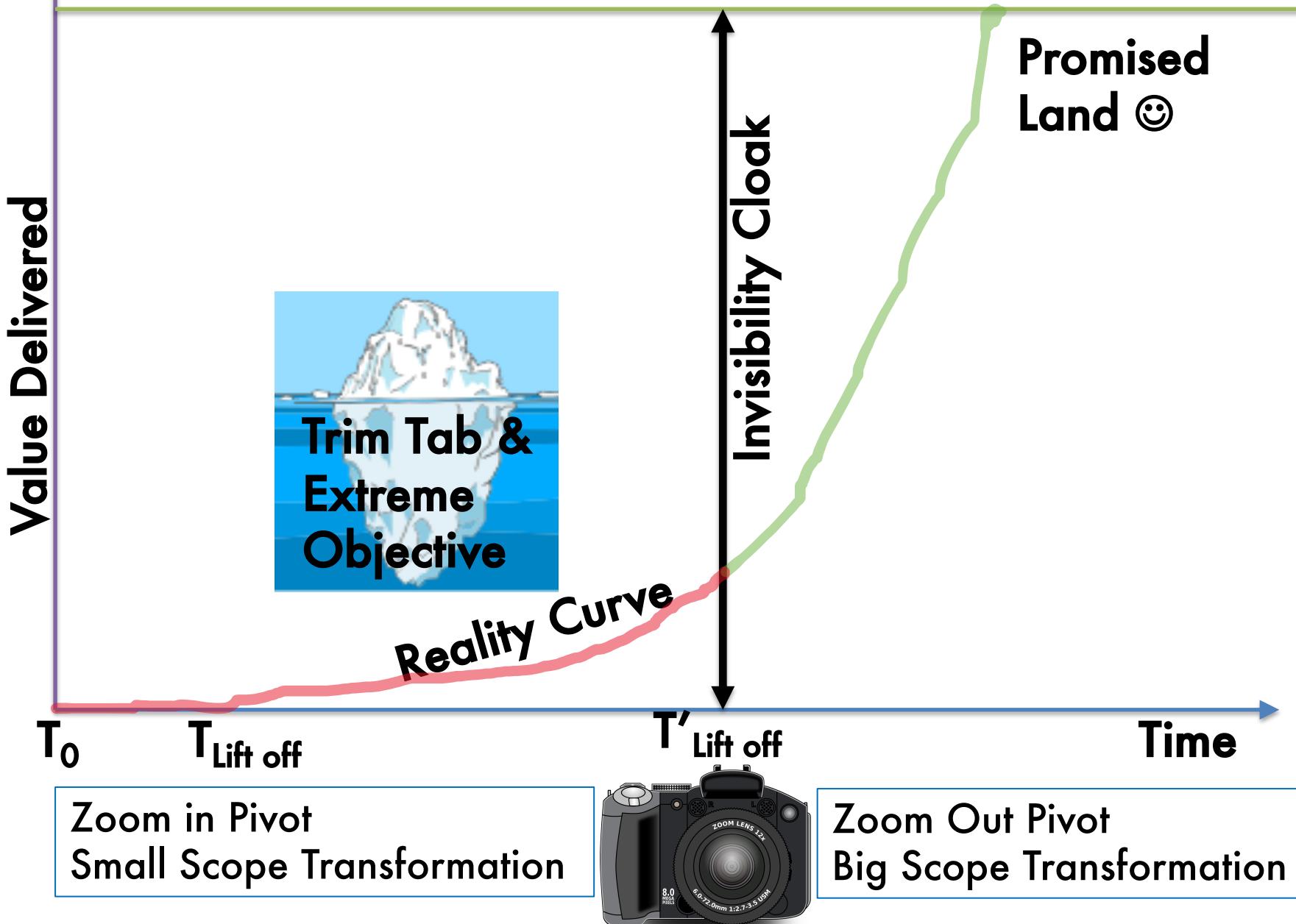
Hands on Exercise - Zoom In/Out Pivot?



tripadvisor®

Zoom In Pivot First. Zoom Out Pivot for Scaling

HiPoHa® Transformation Approach



“Fill the Room” Story

Metaphors & Allegories



Thank You

Be Happily Dissatisfied...



App Example - Capital Appropriation Request (CAR)

Before....

CAR (CAPITAL APPROPRIATION REQUEST)

Search Request Policies

Home > Request > Raise a request

Project Details Asset Details Approver Details

Based on the CAR value the approver should belong to the Associate Director grade or above: [Text Box] Check ID

Note: Please click on the Check ID button to confirm the ID entered is as per requirement.

Save for later Save Delete CAR

CAR (CAPITAL APPROPRIATION REQUEST)

Search Request Policies

Home > Request > Raise a request

Project Details Asset Details Approver Details

Raise Request for: Assigned Project All Projects

Search Projects by: Project Id Project Name

Search Project: [Text Box]

Selected: 1500056776 -EAS Paycost Av/NL
1500059267 -Paycost Transformation
CAR Project, Av/NL

Need help to enter project details?

al Intranet | Protected Mode: OFF

Currency: USD INR

Business Justification: [Text Area]

Individual Asset Details - You can enter only one Asset Detail at a time

Asset Type*: Select AssetType

Asset Category*: Select AssetCategory

Asset Item*: Select AssetItem

City*: Select City

Asset Location*: Select AssetLocation FMS BU

Note: Asset location signifies where the asset is to be deployed

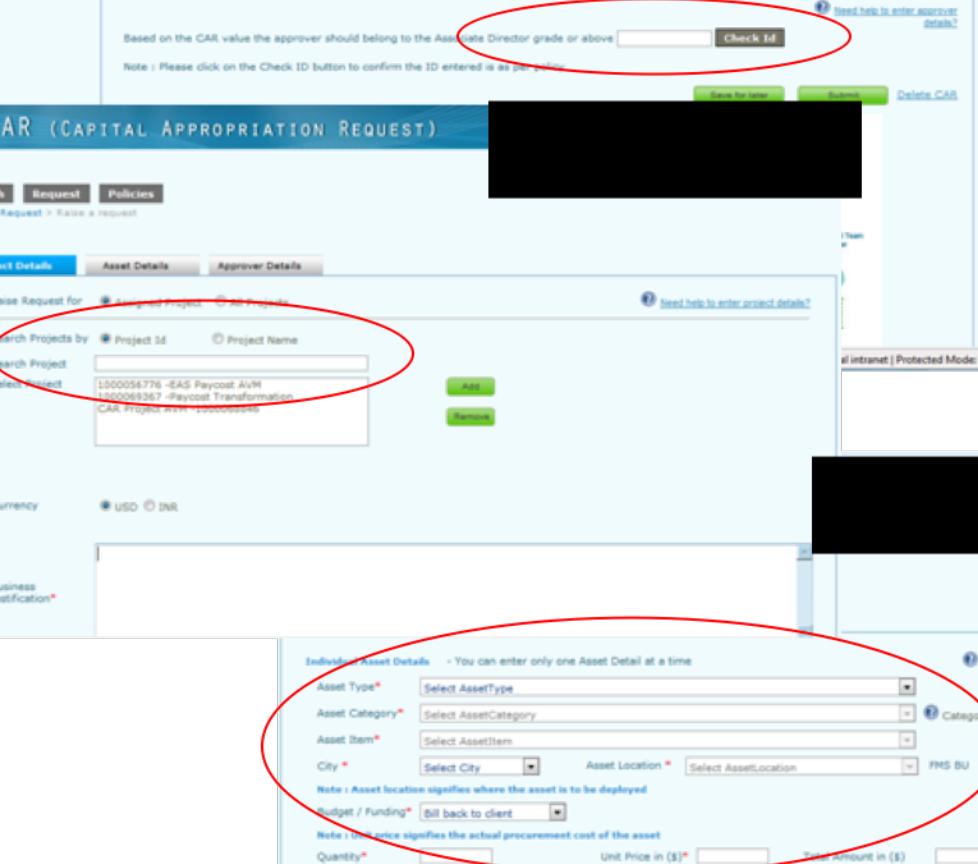
Budget / Funding*: Bill back to client

Note: Unit price signifies the actual procurement cost of the asset

Quantity*: Unit Price in (\$): Total Amount in (\$): Currency Converter

Click here to save the asset details defined -->

Upload Supporting Documents



✓ 10 fields manually selected/entered

✓ 3 header level fields

✓ 7 line level fields

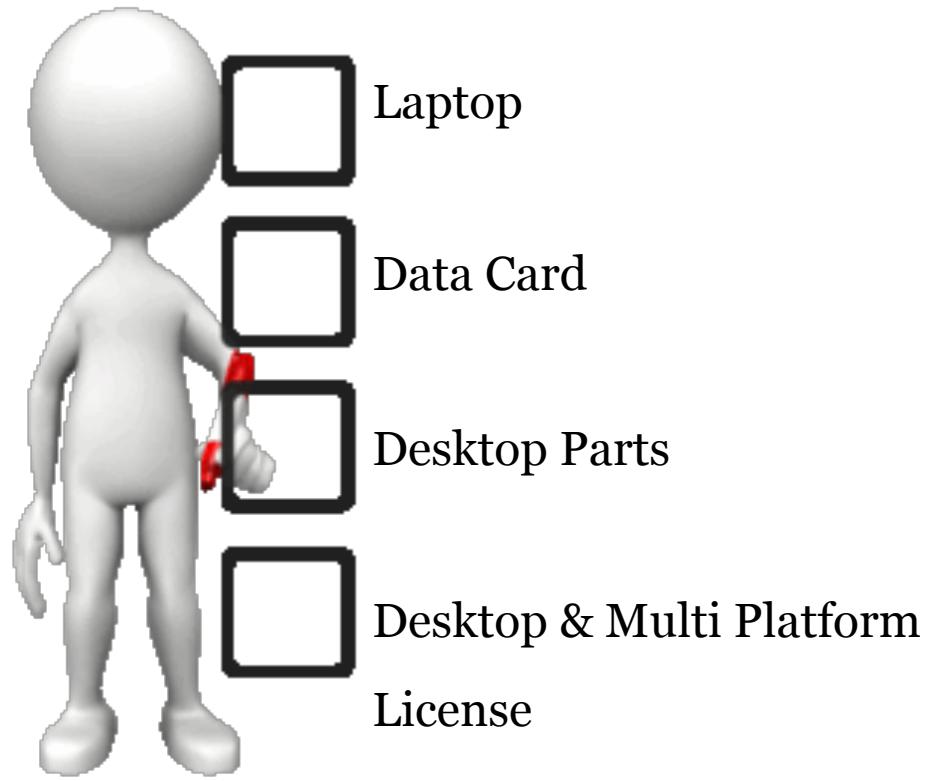
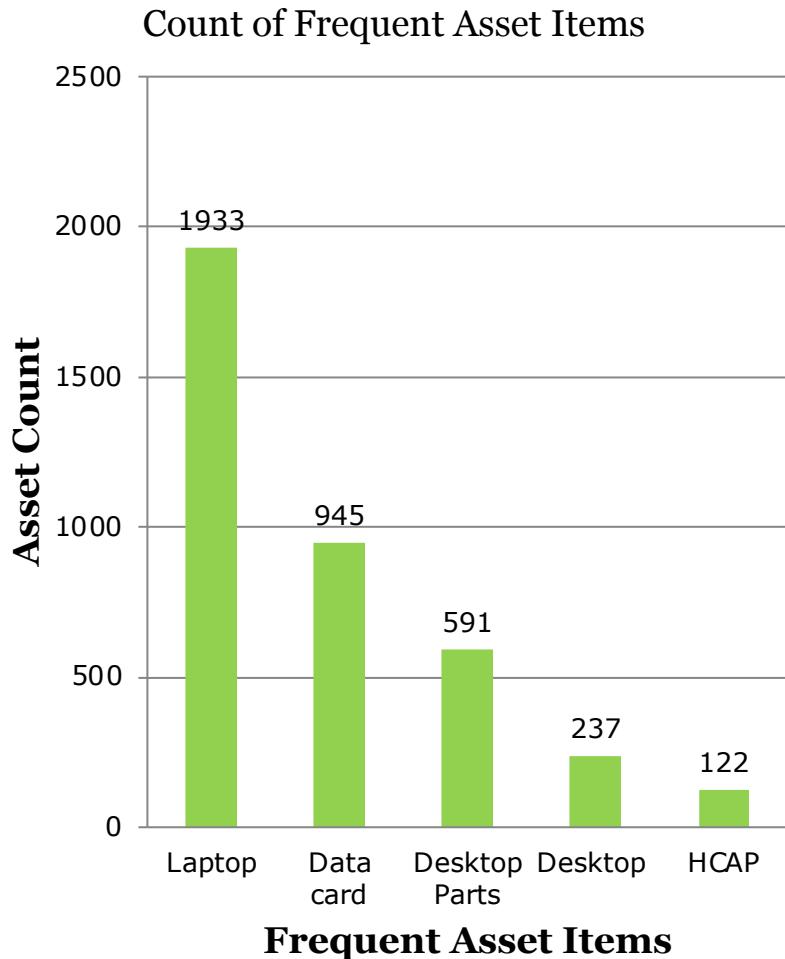
Look familiar?

Bet- 80% of your Screens are Similar

Pandemic: Systems of Record [Asocial]

Analytics

Most Popular assets



Over 80% of CARs
raised are single line

Quick CAR – Zoom in Pivot



Quick CAR

Auto-create your CAR for these frequently procured assets

	Standard Laptop
	High-speed wireless data card (2Mbps)
	RAM Module
	Standard Desktop
	HACP For Multiplatforms Authorized User License (PCOMM)

Other Features

-  Create Templates
-  View Templates

FAQ

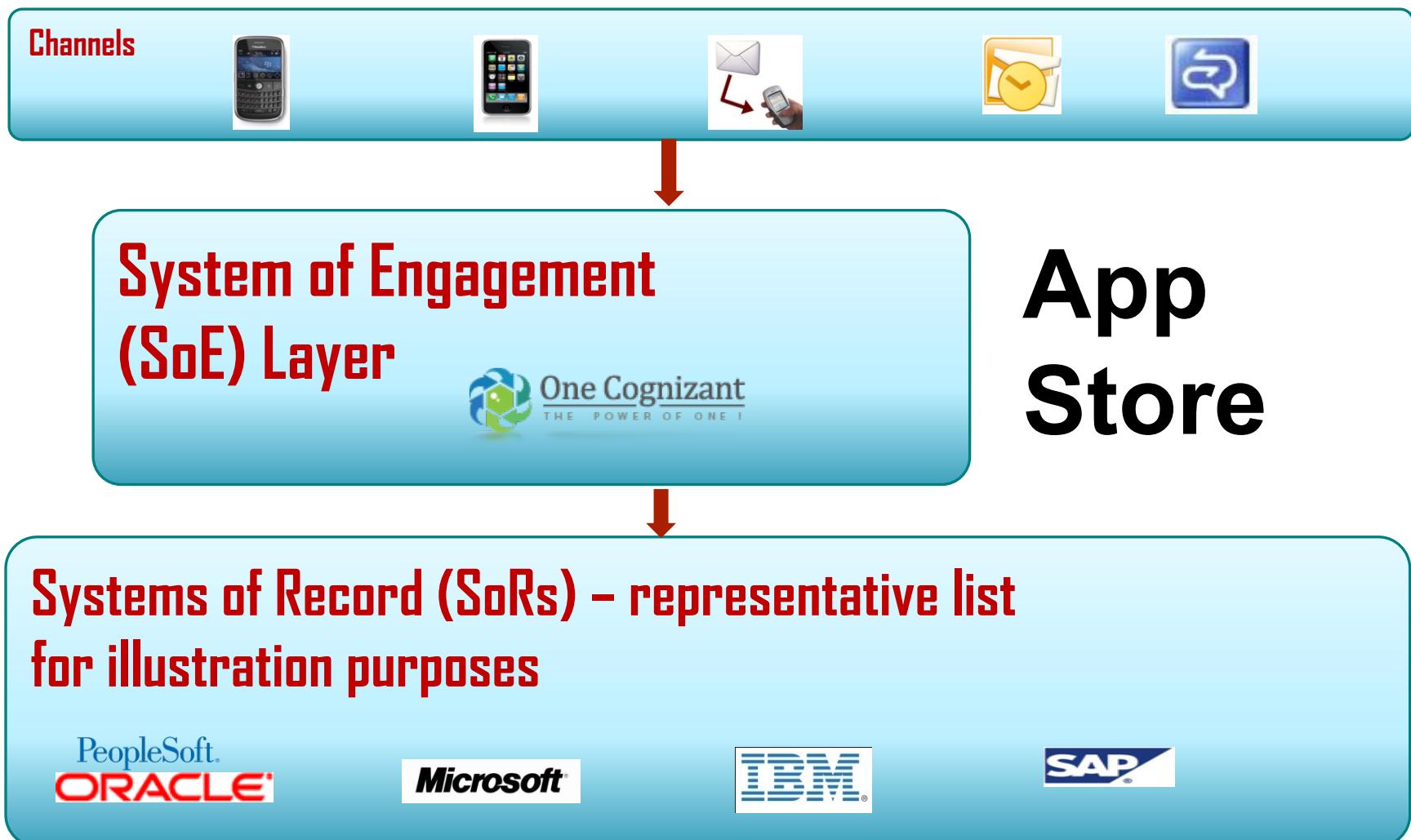
1. What are RAMS & CAR requests?
2. When is CAR request required?
3. How will my project be charged?
4. Why are RAMS & CAR costs different for the asset raised?
5. Why do I need to raise both CAR and RAMS?
6. Who has to approve my

IT Challenges during my CIO tenure - Familiar?



400 Page Slide Deck

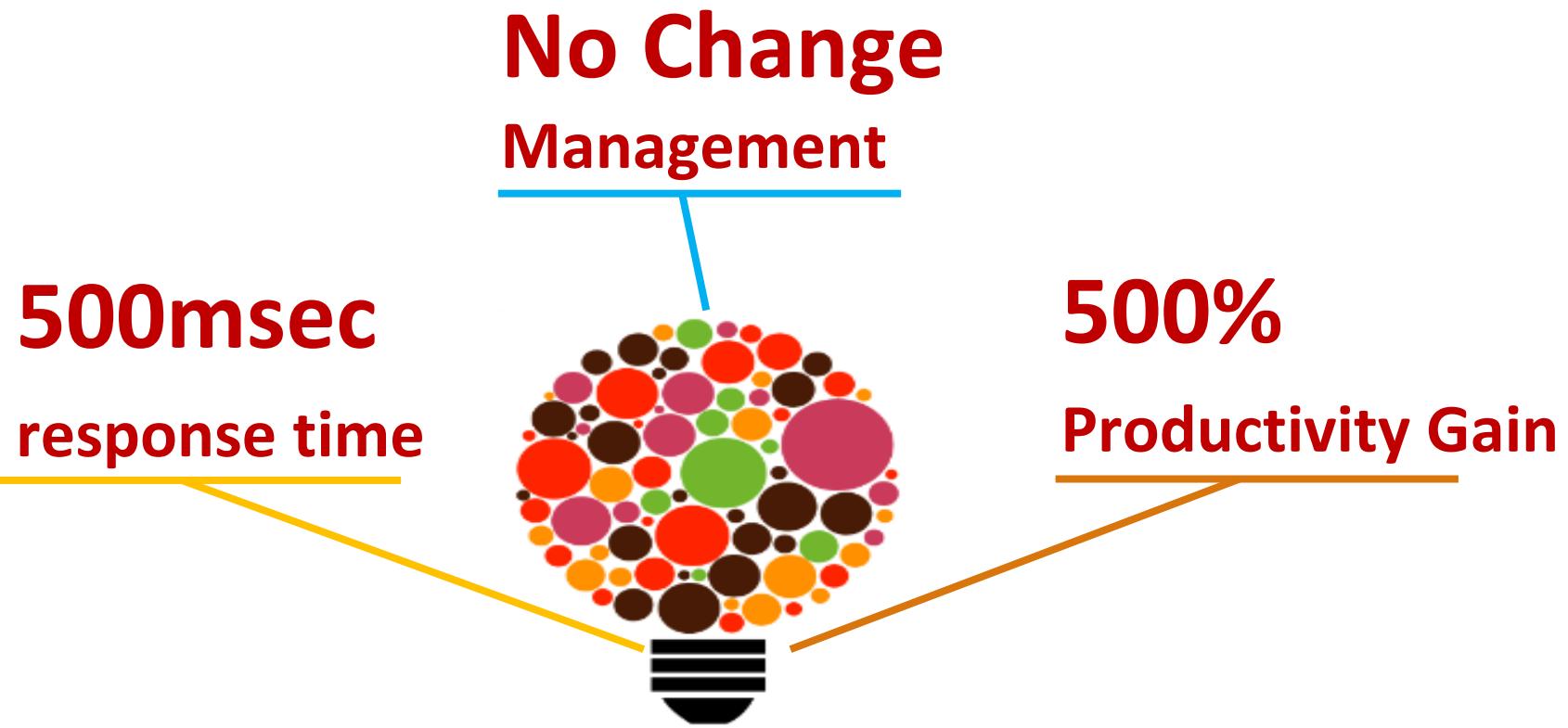
Connected the Dots - SoE & App Store & Social Design



Parameter	Current	Target
Employee Satisfaction	Least Happy Team	80%+
Customer Satisfaction	Amongst the Worst	4+ out of 5
Attrition	Worse than company average [20+%)	<5%

CFO's Choice – Efficiency or Transformation?

1C Extreme Pivot



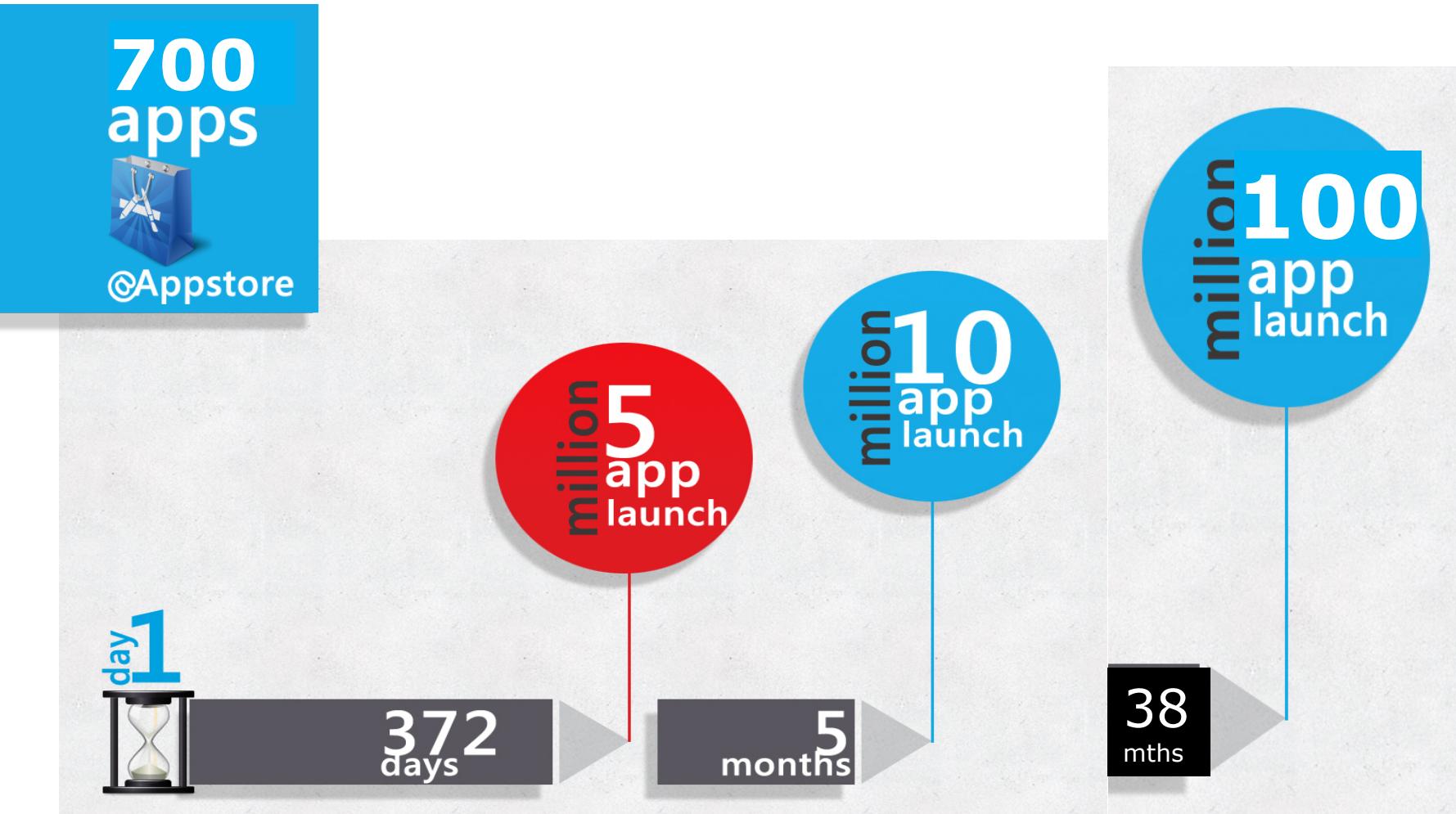
**Big App to Small App Zoom in Pivot
Zoom Out Pivot – App Store**

Cool!



100,000+
Associates have used
One Cognizant with in
100 days of launch

Hockey Stick Adoption



98% Associate Reach

One Cognizant

2012, 2013, 2014
CIO 100
Honoree

2012, 2013, 2014
INFOWEEK Top
100/250 Honoree



NASSCOM HR Summit “Connector”
Award Winner in collaboration with
Cognizant 2.0



Head of Innovation – Find Big Idea



40 Execs
50 Ideas



Geoffrey Moore
@geoffreyamoore



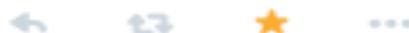
Following

The most amazing CIO performance I know about --in one of the coolest companies on the planet bit.ly/LSgR0M

RETWEETS FAVORITES
2 2



1:19 AM - 13 Jun 2012



Reply to @geoffreyamoore

Trends

#AskPC #BackToBack #IamFan #TheBachelorAU #YakubMemon Mullah Omar
Michel Platini DRISHYAM with HiFi Asaduddin Owaisi Calais

© 2015 Twitter About Help Ads info

Geoffrey Moore - Renowned Innovation Expert, Author, Advisor and originator of the Systems of Engagement concept.

Parameter	Current	Target	Achieved
Employee Satisfaction	Least Happy Team	80%+	80%+
Customer Satisfaction	Amongst the Worst	4+ (out of 5)	Best Corporate Function Award
Attrition	Worse than company average [20+%)	<5%	<5%

CFO's Choice – Efficiency or Transformation?

Unintended Extreme Benefit – Efficiency of Team improved by 500%



Isaac Asimov 1959 Essay

**“The world in general disapproves of creativity, and to be creative in public is particularly bad.” –
Asimov’s Axiom**

Semmelweis Reflex 1847

Most Breakthroughs Faced Ridicule

- 1. Einstein Ridiculed The Atomic Bomb**

- 2. People will Asphyxiate & Die on High Speed Trains**

- 3. No one will watch the TV after 6 months..**

- 4. Heavier than air aircraft is impossible**



Zoom In Pivot, Zoom Out Pivot**

****Pan Pivot, Tilt Pivot – covered in later modules**

Pivot?

Eric Ries Explains “Pivot”

Failures [Performance Undersupply] & Pivots 26-43



Sister LOL



Exercise Brain LOL