

Transformed
Cognizant's software practice
from tech-centric
to human-centric
to business-centric

Transformation STRATEGY

PRADEEP
HENRY

Cognizant's
software practice
was

TECH CENTRIC

The new venture
could only win
projects rejected by
competitors

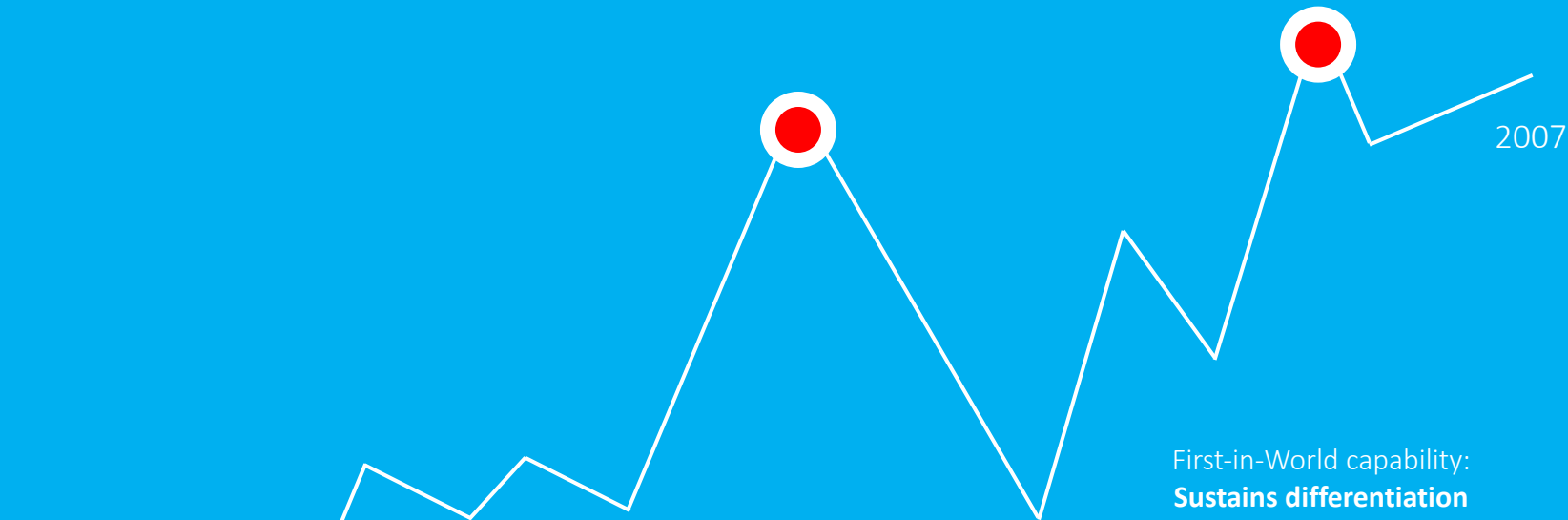
1996



2007



1996



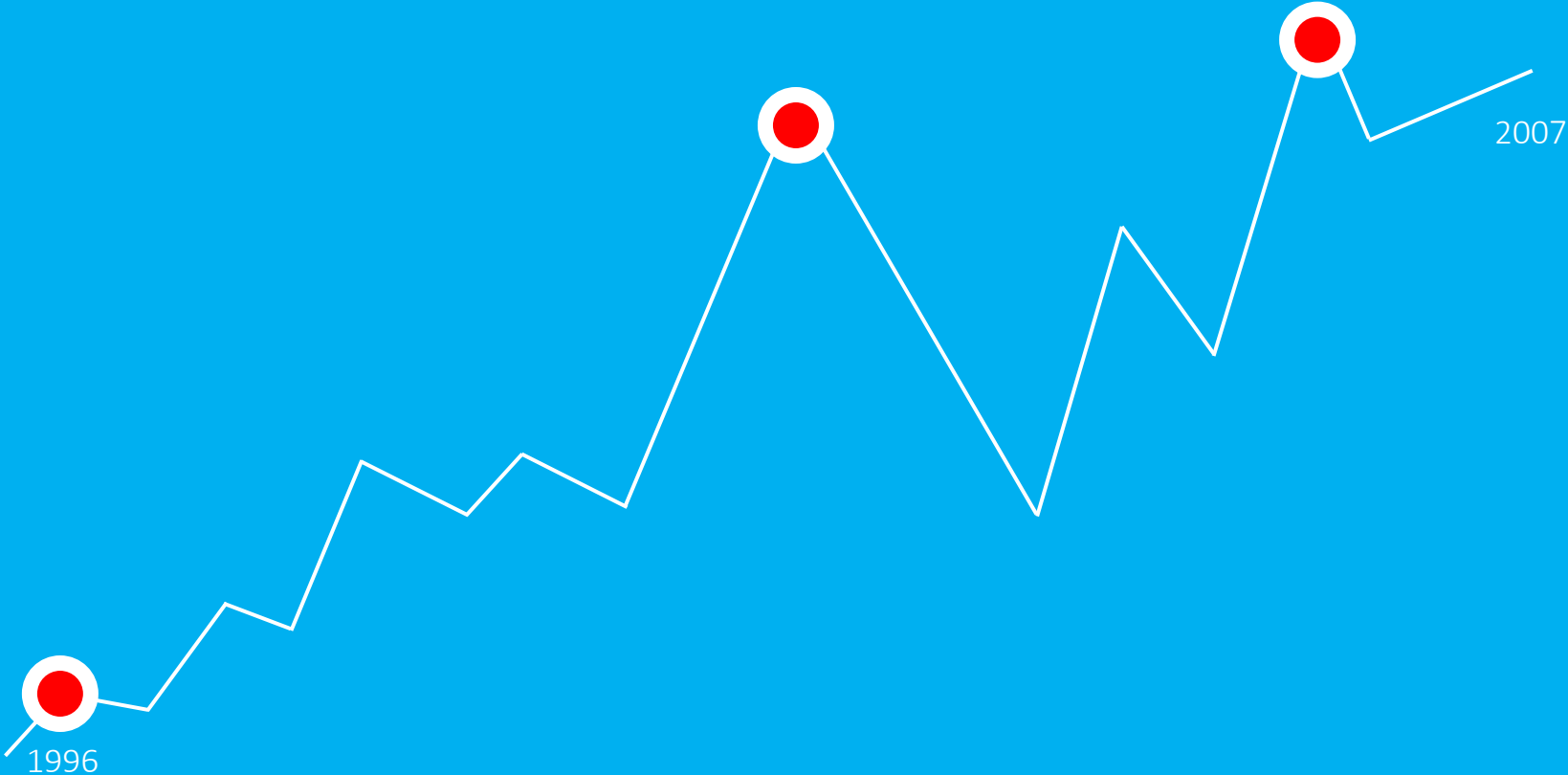
Software practice transformed to

**BUSINESS
CENTRIC**

2007

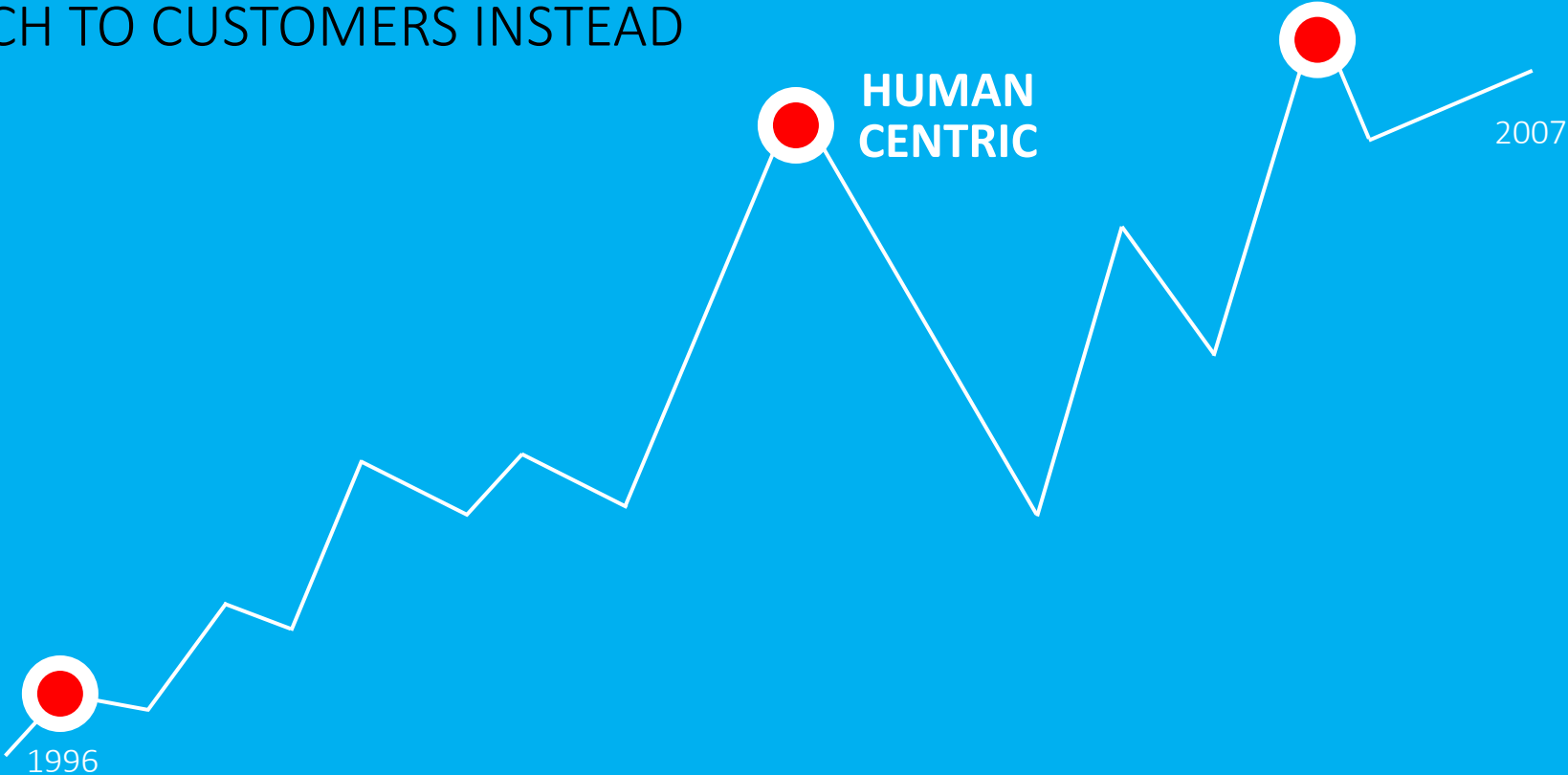
First-in-World capability:
Sustains differentiation
and accelerates growth

How did these transformations gain acceptance into almost 500 projects? Each transformation produced **new business results – for both Cognizant & customers**



What was my strategy?

**SKIP PROJECT MANAGERS,
PITCH TO CUSTOMERS INSTEAD**

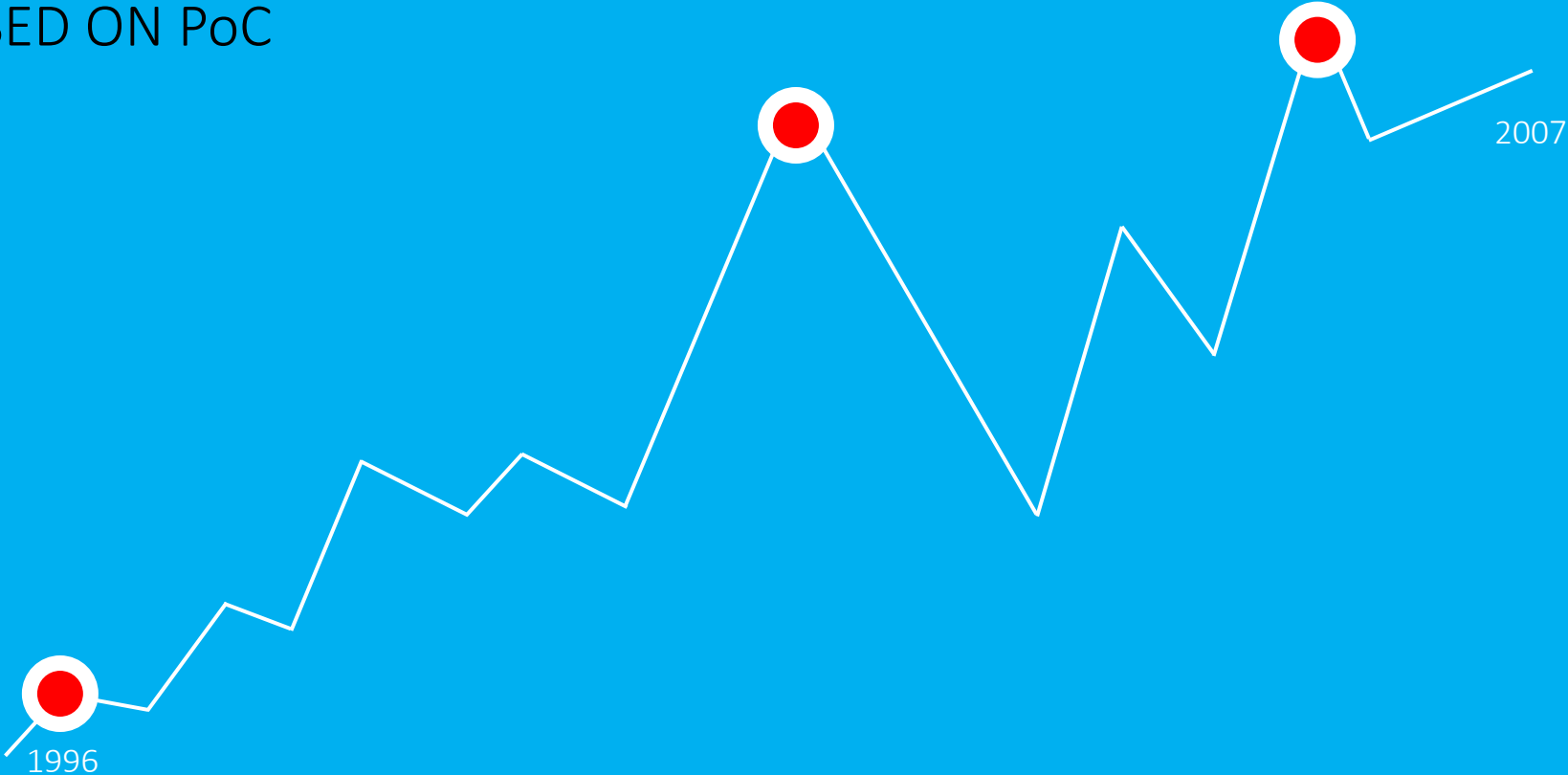


What was my strategy?

FRONT-LOAD RESULTS

BASED ON PoC

**BUSINESS
CENTRIC**



Thanks to my team and to all the other contributors,
the mid-90s venture became a flying Ferrari



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