

A group of approximately 15 monarch butterflies in flight, scattered across the upper half of the page. They have bright yellow wings with black veins and white spots along the edges. The butterflies are shown from various angles, some in full flight and others appearing to land or take off. The background is plain white.

CSC

A CSC POINT OF VIEW

INNOVATION MEETS AT CSC

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AS CHANGE ACCELERATES AND BECOMES HARDER TO PREDICT, ONLY ONE COMPETITIVE DIFFERENTIATOR CAN HELP COMPANIES STAY AHEAD - LEADERSHIP IN IDEAS; RELENTLESS CREATIVITY IN FINDING NEW WAYS OF SOLVING OLD PROBLEMS.

And 50 years of experience in the marketplace have taught CSC one lesson: Innovative ideas by themselves are not hard to come by. If anything, there are too many of them crowding today's world - confusing, chaotic, tantalizing in their promise.

Yet none of these brilliant ideas matters unless its power can be harnessed to address a real need, to solve a real business problem. As Lem Lasher, who heads CSC's Office of Innovation, puts it, "Innovation is not the end of the journey, but merely a signpost on the way that tells you where you want to go. And where we want to go is the creation of economic value, for our customers and our shareholders."

THE CSC OFFICE OF INNOVATION: SYSTEMATIC, RESULTS-DRIVEN INNOVATION

THIS IS THE SINGLE-MINDED FOCUS OF CSC'S OFFICE OF INNOVATION:

- To bring a disciplined, market-led approach to innovation
- To identify, coordinate and harness the power of innovation and thought leadership across CSC globally, in a way that delivers measurable results and strategic advantage to our clients
- Above all, to transform innovation from a random, diffuse, often fortuitous activity to a rigorous, systematic business practice - a science rather than an art

In Lasher's words: "In harvesting innovative ideas from CSC divisions worldwide, the most important question we will ask ourselves is, 'What business problem will this idea solve?' At CSC, innovation will be driven by demand, not supply."

SPANNING THE ARC: FROM IDEA GENERATION TO SOLUTION DEVELOPMENT

Such a deliberate approach to innovation demands focus, coherence and integration. In other words, it involves working together in highly connected, collaborative networks rather than individually and heroically, as innovators did in an earlier age. The CSC Office of Innovation enables this more strategic, open approach to innovation by integrating seven CSC groups in an architecture that spans the complete arc of innovation - from idea generation to solution development.

What follows is a brief description of each of these individual groups and how they fit together in the innovation arc that makes up the CSC Office of Innovation.

THE LEADING EDGE FORUM AT THE FOREFRONT OF IDEA GENERATION AND THOUGHT LEADERSHIP

All innovation starts with an idea. CSC's Leading Edge Forum (LEF) offers a powerful, multiclient community where the next generation of ideas on management and technology issues can be explored to help shape the agenda of how IT can bring economic value to our clients. Leveraging industry trends and best practices, the LEF's extensive portfolio of programs stimulates innovation and thought leadership - the ground on which competitive advantage must be built.

The Leading Edge Forum is comprised of two components the LEF Technology Program and the LEF Executive Program

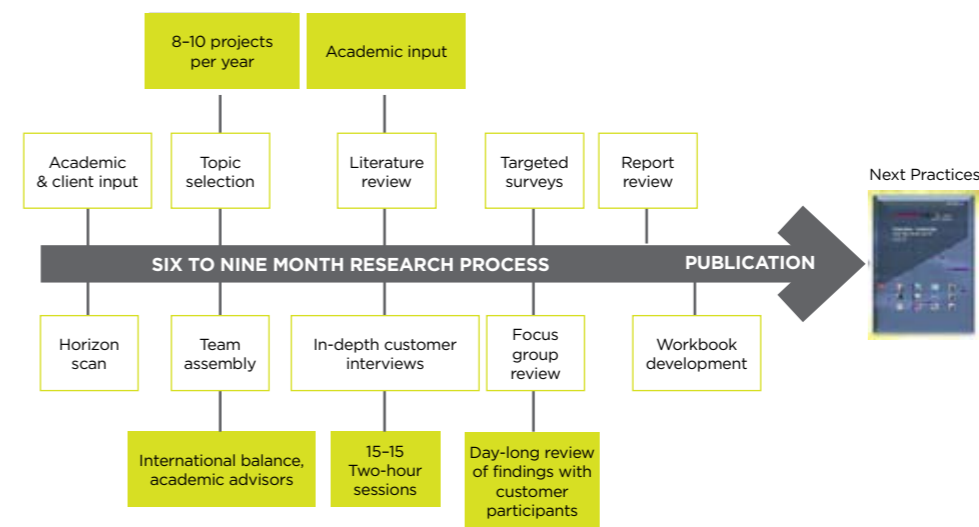
- LEF Technology Program: LEF Reports, CSC Grants, CSC Papers, Centres of Excellence, LEF Briefing Series, Chairman's Award for Excellence, Technology & Business Solutions Conference
- LEF Executive Programme: Client Forum, Access to global Innovation Centres, LEF Executive Programme (EP), LEF EP Study Tours

LEF research provides tangible answers for the challenges our clients face today, balanced with action plans for critical issues looking ahead beyond today's best practice to identify 'next practice'.

Recent Grant Topics



RESEARCHNETWORK



MARKET-SENSING RESEARCH FOR CONTEXT

But thought leadership by itself is meaningless without the marketplace context that alone determines whether an idea has any relevance to the needs of our clients. CSC's ResearchNetwork brings together experienced researchers and leading analysts to provide the world-class market and industry analysis that grounds CSC's thought leadership in the concrete needs of the marketplace.

COLLECTIVE INTELLIGENCE

BUILDING UPON IDEAS FOR ULTIMATE MARKETPLACE VALUE

Having explored an innovative idea against the backdrop of market and client concerns, the idea then needs to be brought into CSC, so that it can be expanded upon and built into our client solutions. By proactively setting challenges for ourselves, developing high potential ideas and collaborating to solve important problems, CSC can sustain and intensify innovation - internally, with partners and, most importantly, with clients. By doing so, we increase the value of our work and springboard our efforts to provide exceptional client services and solutions.

CSC CATALYSTSM

METHODOLOGY TO DELIVER CONSISTENT, QUALITY SOLUTIONS

CSC Catalyst is our global methodology, a proven approach to business transformation that integrates industry standards, innovation, experience, and tool expertise to deliver quality solutions to our clients. Catalyst ensures consistent, quality results by utilizing a common language and approach for improvement that spans industries, countries, cultures, and time zones. Catalyst leverages standards-based processes and techniques to maximize the value of our clients' technology investments.

GLOBAL SOLUTIONS ORGANISATION

TRANSLATING THE IDEA INTO A BUSINESS SOLUTION

The next and perhaps most crucial point in the innovation arc is to take the innovative idea and translate it into a solution that is proven, repeatable and scalable. CSC's Global Solutions Organisation focuses on developing an end-to-end portfolio of market-led, industry-focused enterprise solutions that directly address and often anticipate the most critical needs of our clients.

KNOWLEDGE MANAGEMENT AND ENABLEMENT

FOSTERING THE CULTURE OF INNOVATION THAT SUPPORTS EVERYTHING ELSE

The underpinning of the Office of Innovation's entire architecture is CSC's Knowledge Management and Enablement program, which facilitates the sharing of intellectual capital among the company's 92,000 employees worldwide through a virtual collaborative environment that includes highly interactive, global community structures; global connectivity companywide among CSC's experts, technologists and thought leaders; and easy access to a central, shared repository of tools, methodologies and CSC best practices.



CLIENT INNOVATION PROGRAM

BRINGING VALUE DIRECTLY TO CLIENTS

For over eight years, CSC has been passionately running formal innovation programs for clients. Our innovation approach has come from our global experience, taking what works and abandoning what doesn't, improving and defining best practice from the large amount of theory available. We take an abstract view of solutions delivered to other customers, geographies and industries and working collaboratively with global CSC and partners in order to identify the linkage between the demonstrated value of the solution to client objectives and priorities.

The Ignite Process provides a framework that encourages collaboration and quickly generates and progresses valuable ideas. It is a proven approach built on over 8 years experience formally innovating for clients. It is based on understanding of what the organisation, is trying to achieve, the trends and technology advancements and keeping on top of what others are doing. It brings in from the outside whatever you need to make sure you have the clearest picture that stretches thoughts and expectations.



THE MAGIC OF SYNERGY

Each of the individual groups described on this page brings tremendous value to our clients. But what the Office of Innovation enables is a synergistic sharing of research, ideas, best practices and field proven solutions that brings our clients a level of competitive advantage in the marketplace that would be impossible to achieve otherwise. "Think of it as a continuous dialogue with our clients," says Lasher. "Because we know that innovation will mean something different to each of our clients based on the business problem they're trying to solve, we offer creative solutions that address each client's unique business challenges. And it is here that innovation happens - at the intersection of our clients and capabilities."

A NETWORK OF NETWORKS

In this respect, the Office of Innovation acts a little like the Internet, functioning as a "network of networks" whose cumulative power is far more potent than the individuals/discrete groups of which it is composed. By unifying CSC's diverse groups across geographies and industries, the Office of Innovation focuses the creativity of our workforce on critical problems, synthesizing and bridging ideas to further the strategic business goals of our clients.

"We've always had a strong culture of client-focused innovation at CSC. But because of our highly federated approach, the innovation was very diffuse and difficult to harness," explains Lasher. "The task of the Office of Innovation is to set the agenda against which we can execute as one CSC. It is to bring clarity to the whole effort so that each individual CSC group understands what is crucial to the market and to our clients. They can then bring their own unique approach to delivering economic value - the ultimate goal of all innovation at CSC."

The winners? CSC's clients, who can stay at the forefront of technology and thought leadership and "predict the future [by] inventing it" - thanks to the power of CSC's Office of Innovation.

A LABORATORY OF IDEAS: CSC'S INNOVATION CENTRES

CSC's Innovation Centres provide unique, low-risk environments where our clients and partners can develop, prototype and evaluate new ideas, processes and solutions. Currently, there are five such centres - in Australia, Denmark, India, the United Kingdom and the United States - with more centres planned. Each Innovation Centre features:

- A state-of-the-art facility designed to support the conference and meeting requirements of customers
- A 'prototyping sandbox' where visitors can run proof-of-concept and pilot projects
- A showcase of the latest innovative CSC solutions from around the world.



To find out how CSC can help your organisation, visit www.csc.com.au

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