Creating Innovation Culture through Knowledge Management

Dr. Randhir Pushpa
Thank you for this opportunity to share our insights on KM and Innovation

Randhir Pushpa is the Knowledge Manager of Application Development and Maintenance delivery unit and he also coordinates the KM implementation in Unisys India.

He has more than 14 years of experience in Innovation and Knowledge Management to his credit. At Unisys along with KM and Innovation, he also focuses on coordinating Competency groups. The activities include helping in conceptualising the overall goals, defining maturity roadmap and assessment.

Prior to joining Unisys in 2011, Randhir worked with Wipro Technologies for five years. His focus was on promoting systematic software reuse, idea management, Patenting and Academia collaboration.

He was conferred with a Bronze recognition award in 2011 and Innovation Award 2012-2013 for his contribution in the field of Knowledge Management by Unisys. A Journal Paper co-authored by him titled “Interactive and Collaborative behaviour across boundaries of PD teams”, was chosen as a Highly Commended Paper at the Literati Network Awards for Excellence 2011.

His motto is to redefine KM and institutionalize it to help organizations realize its actual benefits

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About Unisys

- Unisys is a worldwide information technology company with a rich history that spans 140 years.

- We provide a portfolio of IT services, software, and technology that solves critical problems for our clients, focused on:
  - securing their operations
  - increasing the efficiency and utilization of their data centers
  - enhancing support to their end users and constituents
  - modernizing their enterprise infrastructures and applications
  - deriving maximum value from social technologies

- With approximately 23,500 employees, Unisys serves commercial organizations and government agencies throughout the world.
About Unisys

Business Verticals

Financial
Public Sector
Transportation
Communications
Life Sciences

Solutions portfolio

Drive New Business Opportunities and Control IT Costs

Cloud Computing

Mobility

Social Computing

Security

Technology Products

Enterprise Services

Data Center Transformation and Outsourcing

End User Outsourcing and Support Services

Application Modernization and Outsourcing

IT Appliances

Big Data/Smart Computing

Cyber Security

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What does KM mean to us?

<table>
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<tr>
<th>Why is KM important?</th>
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<tr>
<td>• Globally distributed teams – Emphasis on knowledge as a key enabler</td>
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<td>• Amalgam of proprietary technologies and emerging disruptive trends</td>
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<td>• Relentless focus on Innovation and Customers</td>
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<td>• Intellectual property driven products and services portfolio</td>
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<th>Core Focus</th>
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<td>• Fulfil the charter to be recognized as a World Class Organization</td>
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<td>• Innovation, on top of the agenda, always</td>
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<td>• Attributes of an admired Knowledge Enterprise</td>
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Our Interesting little Problem

- Offshore Development center with a strength of around 900 employees
- Average age which is around 25 years
- Consist mostly of employees with experience of around 3+ years
- Support teams in onsite who have an average age which is above 50 years
- Have in-depth knowledge of product and technology (in some cases it is more than 25 years)
- Need to match up and showcase our capability

How do we ensure that employees come out with innovative ideas regularly and naturally?
Seamless integration of KM and IP Process

Creation
- Creating a conducive environment
- A Culture of Thought Leadership

Sustenance
- Evangelization on Patenting
- Well knit team with support system

Protection and Celebration
- Idea submission system
- Evaluation to Protection
Creating conducive environment

- Knowledge sharing and Collaboration culture where employees are encouraged to share their knowledge, helping forge connections, and develop conversations
  - Classroom sessions and cross training
  - Web2.0 based systems
- Build a healthy network
- Connect with Subject Matter Experts (SME)
- Create confidence in employees to take up complex problems
Culture of Thought Leadership

- Create ability to develop new knowledge (new ideas)
- Contests for Paper writing, and Developer challenges held consistently for several years, with increasing degree of success
- Encouragement and nurturing presentations in external forums and publishing papers in journals
- Develop a culture of research and bring in fresh perspectives through collaborating with leading academic institutes
- Special interest groups (Technology board) with clear charter to develop technical depth
Evangelization on patenting

• Focus on innovation built through highlighting importance of patenting
• Focused sessions on What constitutes Intellectual property (IP); the recognition and protection – Quite a few repeat sessions
• Showed examples of IP on the floor, in the team’s work to build confidence that they are creating new and valuable IP
• The first few wins are always difficult, so, stayed focused
• Management team helped the inventors spot IP during program reviews
• Everywhere discussion is only on patenting
Well knit team with support system

- Ecosystem of all interested parties brought together and onboard – Inventors, Managers, Attorneys, HR, Finance, Payroll and others who have a role
- Invention disclosure documentation – developed the skill across a large number of employees on how to document the invention
- Sessions conducted by employees who have gone through the patenting process as inventors
- ‘Sniffers’ and ‘Champions’ in teams who identified innovative ideas
- Built the belief that rejection is not necessarily bad - Inventors could reopen their ideas if they saw merit in it
Idea submission system:

- Online system for idea submission
- Manager or stakeholder not required to be part of the submission process
- Simplified document to help quick submission

Evaluation to protection:

- Defined SLAs for different phases of the patenting activity
- Employees can check the status of their application online
- Monetary and recognition rewards for successful submissions/filings
Evaluation to protection

- Creating conducive environment
- Building Thought Leadership Culture
- Evangelization on Patenting
- Well-knit team with support system
- Idea submission system

1. Inventions from Projects
2. Inventions from Research work
3. Database for sharing ideas generated in the organization
4. Review of the ideas on scope for patenting
5. Discussion with inventor(s) to further understand the invention and start the patent drafting process
6. Filing for patent
7. Drafting of Patent Document
Celebrations…
Celebrations...
Some outcomes…

Marked growth in patent productivity, including several first time inventors

This center contributing to approx 20% of the patents filed WW in Unisys consistently over a span of 3 years

![Bar chart showing patent productivity percentage from 2010 to 2013](chart.png)
Looking ahead…

- Continuously improve the average related to IP recognition and protection by employees who have not filed earlier – make it part of the DNA
- Commercializing existing patents – Solutionizing some
- Innovation beyond the current roadmap of the product
- Eventually enable the Organization to come up with New Product ideas that could become part of the Portfolio we go to market with
THANK YOU