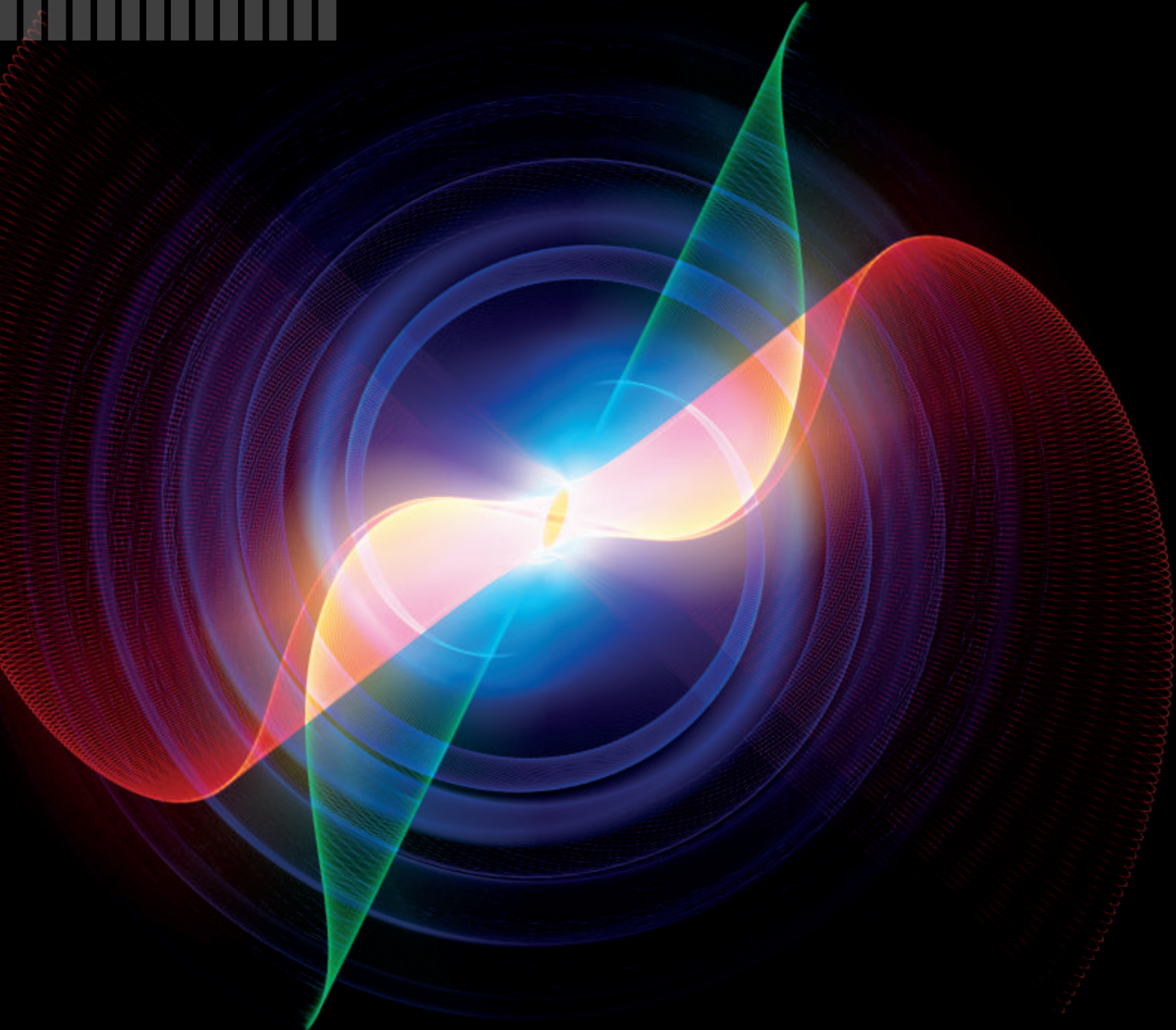
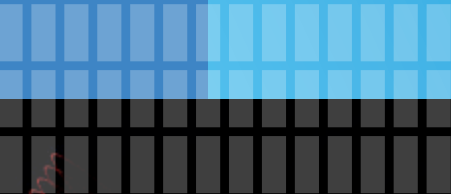


Innovation



It is complex to manage.
Its budget is no guarantee of success.
It has competing priorities.
Its costs are too hard to control.
Not surprisingly most innovations fail.
**Yet, companies that don't innovate
become footnotes.**

innovation

Tata Consultancy Services Limited (TCS) has a deep and historical relationship with Innovation. We presented one of the biggest disruptive innovations in the IT industry, with our offshoring model. Conscious of the importance of Innovation for sustained market leadership, TCS established the first and largest software R&D centre in India in 1981. Over the years this single seed of Innovation has spawned a global network of Innovation Labs and a Co-Innovation Network (COIN)[™] that stay committed to creating breakthroughs in technologies that help power business successes.

We understand Innovation

At TCS, we recognize that Innovation is not just about ideas, big or small. It's about extracting value from ideas by bringing them to market before others do.

We have demystified Innovation from being a corporate buzzword into a structured discipline capable of delivering against business imperatives. And we can help you to steer clear of the hype and build a systematic roadmap to Innovation.

What we can do for you

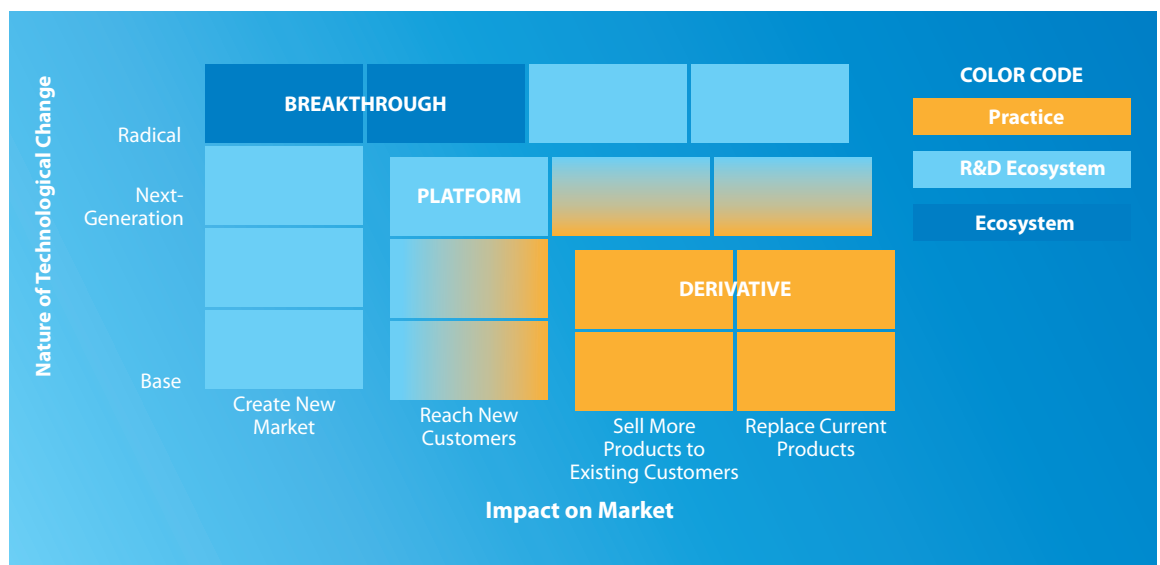
Most believe that 'Innovation Process' is a paradox. At our Innovation Labs, you will see consistent proof to the contrary.

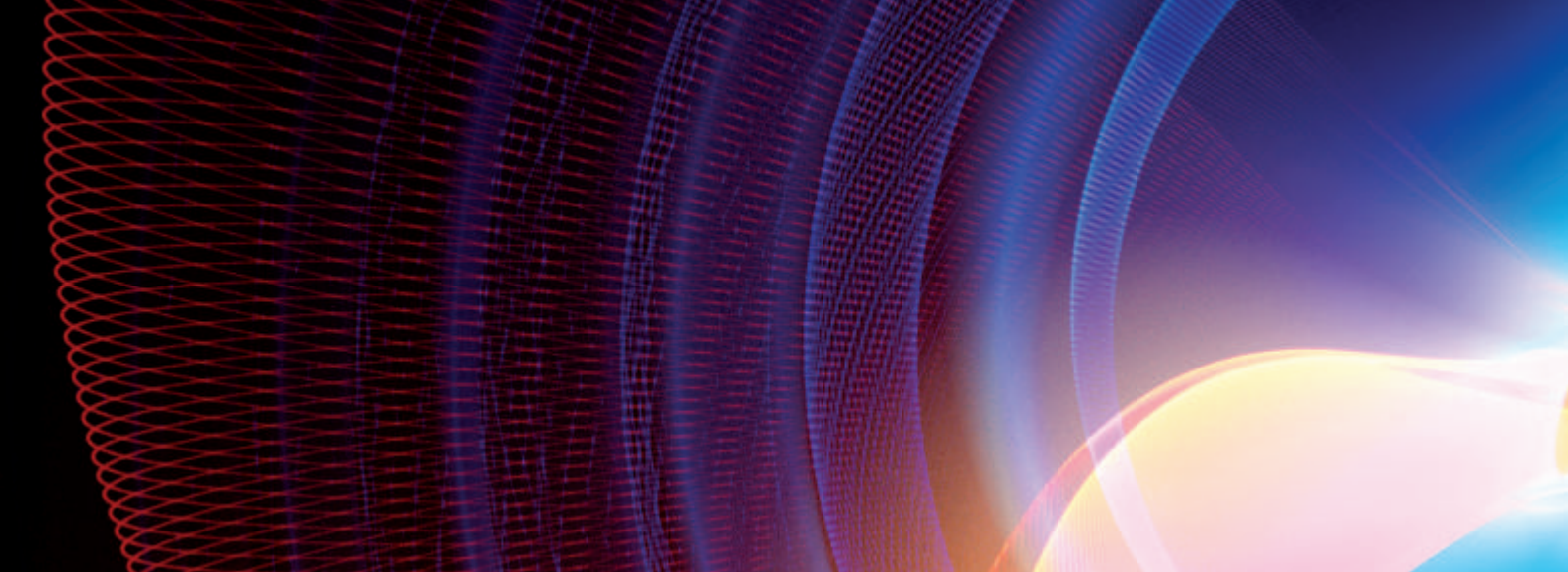
Our systemic approach to innovation is tested, well established and scales easily to work within environments of our clients' organizations. An understanding of the level of acceptable failure, predefined 'kill rates' and vigilant tech watch systems help us to deliver and plan across the Innovation spectrum.

Harvard Professor and Independent Director of TCS' Board Clayton Christensen's framework of innovation has been the basis for our thinking and execution:

- **Derivative or sustaining innovation** by which we continually provide improvements on current services and solutions.
- **Transformational improvements or platform innovations** by which we swiftly move to visible adjacencies in terms of emerging technologies as well as markets.
- **Disruptive Innovation** by which we create breakthroughs and evolve potentially game-changing or and new market business models.

We are equipped to help you achieve your business goals across this spectrum.





We can help you innovate through channels such as:

TCS Innovation Fora: TCS holds annual Innovation Forums in each continent. The Innovation Forum is a unique opportunity to interact with an eclectic group of Innovation and Technology experts from across academia, Silicon valley start up companies, venture funds, multilateral organizations, TCS' own R&D Labs and CTOs of our esteemed client organizations.

TCS Client Innovation Days: These are full day workshops, conducted by TCS in association with customers, at client locations to focus on their specific Innovation needs.

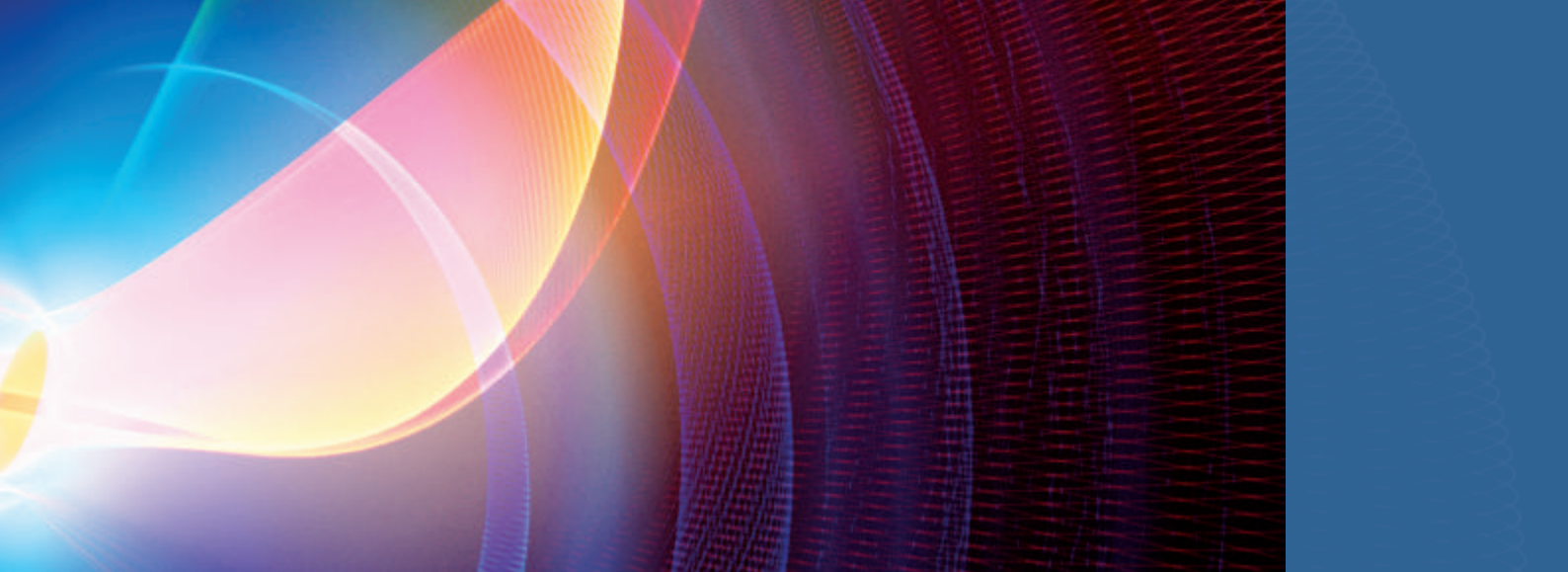
Custom COIN: TCS helps you build a network of select technology entities to collaboratively meet your innovation needs.

Our Innovation Engine: The TCS Innovation Labs

TCS' Innovation Labs attract the best talent as they are equipped with best in class infrastructure, and well networked with external academia and industry experts, to provide an environment that is conducive to harbouring sophisticated research. Our Labs have continuously evolved new standards of technology, business, and domain innovations. creating numerous IPs and winning several awards each year.

Our labs work on diverse technology areas like software processes, HCI, bioinformatics, nanotechnologies, embedded solutions, wireless, social media, cloud computing, digital advertising, and next generation IT infrastructures. Some of our labs work on applying these technologies innovatively to create domain specific solutions in Travel and Hospitality, Retail, Telecom, Insurance, Media and Entertainment and Financial Services businesses.

1. Bangalore, India	TCS Innovation Labs - Bangalore
2. Chennai, India	TCS Innovation Labs - Chennai
	TCS Innovation Labs - Web 2.0
	TCS Innovation Labs - Insurance
	TCS Innovation Labs - Retail
	TCS Innovation Labs - Telecom
	TCS Innovation Labs - Travel & Hospitality
3. Cincinnati, USA	TCS Innovation Labs - Cincinnati
4. Delhi, India	TCS Innovation Labs - Delhi
5. Hyderabad, India	TCS Innovation Labs - Hyderabad
6. Kolkata, India	TCS Innovation Labs - Kolkata
7. Mumbai, India	TCS Innovation Labs - Mumbai
	TCS Innovation Labs - Performance Engineering
8. Peterborough, UK	TCS Innovation Labs - Peterborough
9. Pune, India	TCS Innovation Labs - TRDDC - Process Engineering
	TCS Innovation Labs - TRDDC - Software Engineering
	TCS Innovation Labs - TRDDC - Systems Research
	TCS Innovation Labs - Banking and Financial Services
	TCS Innovation Labs - Engineering & Industrial Services



The TCS Innovation Labs place these research areas in the context of the jobs you are trying to do, your pain points, current and future needs. Our projects address your chief expectations from IT and enable you to :

- Increase Operational Efficiency and Productivity
- Promote Business Agility
- Simplify and Transform
- Manage Enterprise Risk and Compliance
- Enable Understanding of Markets and Customers

We also believe in addressing through our research your business, organizational and social goals and enable you to :

- Enrich User Experience
- Optimize Enterprise Knowledge
- Foster Information Ubiquity
- Enhance Healthcare
- Conserve the Environment

Synergies of Open, Collaborative Innovation: The TCS Co-Innovation Network (COIN)[™]

Market forces that drive the need for constant differentiation through Innovation have always existed. The difference today is the pace that necessitates a shift in the dynamics of how we execute the innovation life cycle. No organization can claim to have a monopoly on the 'thought to execution' life cycle.

One of the earliest to embrace collaborative innovation, we have the experience to participate in and manage new models of research collaboration: IP sourced from open communities, technologies wrapped in process bundles, and investments based on subscription rather than ownership. We give you an ecosystem perspective to innovation linking not just to our own innovation labs but to entities such as alliances, start-ups, academic institutions and multi-lateral organizations as well, to bring truly collaborative innovations for your benefit.

TCS' COIN[™] has gained a global footprint in collaborative innovation. We work with partners in the USA, Europe, Asia, Israel. TCS' Innovation Labs along with our COIN[™] partners have developed several path breaking ideas over the past couple of years, many of which have been successfully transformed into solutions for internal and commercial use.

Contact

To know more on how we can help you innovate and stay ahead, visit the Innovation Corner on www.tcs.com/innovation or contact Innovation.info@tcs.com

About Tata Consultancy Services (TCS)

Tata Consultancy Services is an IT services, business solutions and outsourcing organization that delivers real results to global businesses, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled services delivered through its unique Global Network Delivery Model™, recognized as the benchmark of excellence in software development. A part of the Tata Group, India's largest industrial conglomerate, TCS has over 160,000 of the world's best trained IT consultants in 42 countries. The Company generated consolidated revenues of over US \$6.3 billion for fiscal year ended 31 March 2010 and is listed on the National Stock Exchange and Bombay Stock Exchange in India.

For more information, visit us at www.tcs.com