

INNOVATION



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Industry must band together and sponsor a mutual definition of innovation, says Logica's **Paul Bamford**.

What problems will no mutual definition of innovation bring about?

"Two things. Perception creeps in, because there isn't a standard definition, and that will lead to disappointment because the two parties involved will have a different view of what the other should be doing, how the other should contribute and what the outcome should be. [Without a mutual definition] you can't get that clarity of definition, that genuine belief, a common belief around one definition, and you will always have a sub-optimal outcome. And we really need to strive to move away from that. A common definition is the way forward."

Do you think that the industry can benefit from a standardised definition of innovation?

I don't think there's an option. I think it's something that we've got to do. I think it's something that the industry must sponsor, and I think you'll find that any knowledgeable client or supplier will embrace it."



KPMG's Karene House discusses the challenges of appointing Named Innovation Leaders.

What are the challenges associated with appointing named leaders in innovation?

"Determining who is the best person to be placed with the responsibility for innovation. Unless innovation is inherent in your organisation, it's going to be seen as a new task. When customers don't have experience of outsourcing contracts, a company will have to develop people with those skills. Similarly, innovation might be a new concept to them; where they've not got someone who has traditionally taken on that mantle, it is a challenge to find the right person within that organisation who has the right skills at the right level to be able to deliver something positive"

What are the requisite skills to be an innovation leader?

There are a whole bunch of soft skills that people need: influencing, communication etc. and there's also understanding, and appreciation for the services that are being delivered from the outsource contract and some sort of understanding or affiliation with that level of subject matter, whatever that happens to be, whether its IT or finance or the business processes.