

The Hindu, India: Cognizant Leadership Reflects on Company's History; Looks Towards the Future



"Earlier, client engagement was about coordinating delivery and ensuring that we live up to our promise," says **R Chandrasekaran**. "Today, it is about deep understanding of the customer business, bringing in thought leadership proactively in any line of engagement and identifying opportunities that can lead to downstream revenue opportunities."

Excerpts from The Hindu's article:

"When a company celebrates its 25th year, one question you'd like to ask is what it would do differently if it had a chance to rewind. That poser looks a bit out of place with Cognizant when it says that many of its choices in this past quarter century have been different from its peers'.

According to R. Chandrasekaran, executive vice chairman, from the way it reported margins to its choice of geography and vertical to focus on, to building tier 2 bases early on, to building a consulting business, have all blazed new trails.

What bets is the company making for the next 25 years? **Ramkumar Ramamoorthy**, executive director, Cognizant India says, 'On the business front, in the medium term, we will grow 6-9% organic in constant currency and 7-11% including inorganic options.'

How does the company see the next 25 years shaping up? 'One of the big shifts we will see in the next 25 years is going to be organisations transitioning from being a business enterprise to being both a business and social enterprise. That is, how an organisation could take on a larger purpose and be more relevant to society through the work they do through. For us to be a truly social enterprise, we need the skills of our employees to be enhanced so that everything that they do impacts both business and society and try and bring in the culture of social consciousness among our employees. That is the reason why our employee volunteering base, Outreach is so important. Most organisations who are socially conscious do better in their business.'"

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