

2022

INNOVATION AT SCALE

BUSINESS | LIFE | DIGITAL | DEI | SUSTAINABILITY



Tholons Global Innovation Sustainability Index - 2022

Tholons Global Innovation Index is the leading touchstone to benchmark the accelerated digital transformation of industries and services globally. The index evaluates ranks and provides location strategies to multinational corporations, countries, governments, multi-lateral agencies, analysts and investors. Digital is a critical element in transforming industries globally. Digital innovation in emerging technologies, such as cloud/edge, human-AI, big data, metaverse and analytics will sustain even in the coming decade. Re-imagining of consumer experience, transcendental knowledge, sustainability, future readiness, digital competitiveness, diversity & inclusion are the way forward. Which countries will be the leaders - powerful ecosystem, great place for business, safe place to live, sustainability, equitable to diverse population and is using innovation and technology at scale to make future of life.

There is a need for enterprises to re-imagine new model for personalization, that emphasizes customer agency. Organizations will need more active engagement strategies, if they want to thrive and succeed. Leading businesses are adopting "human-AI" collaboration. As social distancing becomes the norm, in many industries, robots are transitioning faster than expected from regulated environments to unregulated environments. Corporations and governments are looking for more and newer "contact-less" solutions.

Al driven intelligent automation solutions, available from Tholons (www.tholons.com), and the world's leading consulting and technology companies are being deployed by world's visionary businesses. You, as a leader have the fiduciary responsibility to your employees, customers, families and your business to act NOW! We are living in a very dynamic and exciting world, where the challenges and opportunities are immense. Let's go out there and re-design the experience, embrace innovators and drive change for success of enterprises.

Tholons introduced innovation, startup ecosystem and digital transformation as key components to define its index for **Top 50 Digital Nations** and **Top 100 Super Cities** in 2017. The current index for 2022 has a much higher emphasis on digital innovation, sustainability, diversity, equity and inclusion.





Best Focus Picks

Businesses and lives today have more options than ever before on technology, innovation and speed. We are seeing more and more advances and disruptions manifest and scale. The need for speed and usability is higher than ever, as the world continues to evolve. To build solutions and products that were previously simple to get, organisations need even higher degrees of agility. Countries embracing Business, Life, Innovation, DEI and Sustainability is the way forward toward to impacting the global ecosystem to its best. Let's look at few sectors that are transforming and are being aligned to sync at scale and advancement from innovation and DEI perspective.

Fintech

Today's fintech companies are innovating by focusing on the limitations of traditional banking processes. They are leveraging technologies like mobile applications, cloud technology, crypto technology, data analytics and artificial intelligence (AI) to enhance convenience, user experience and address the functionality gaps, which are difficult to bridge using traditional models. Women control more than 60% of all personal wealth in the U.S. Yet globally, women have fewer savings and invest less than men. A report by Fidelity found that women who did invest outperformed men by 40 basis points. More women in the workforce means greater spending power. Tools and platforms are key to manage and amplify women's financial wellness.

Healthcare

Innovative startups and companies are offering wide range of technology enablers for clinical solutions, healthcare applications, medical devices, wearable technologies, data analytics and virtual reality. The devices linking personal fitness to an individual's lifestyle and supporting predictive medicines have become a necessity. There are many inventions by startups in the field of healthcare. The applications help diagnose, monitor and manage patients in a better way. Women make 90% of healthcare decisions for their families. Yet, their health garners little attention. Less than 2.5% of publicly funded research in the developed markets is solely to reproductive health despite the data suggesting that almost a third of women suffer from reproductive or gynaecological health problems. All and technology can change this.

Future of Work

Digital is not anymore, a mere technology, it is now part of everyday life — live, dine, exercise, bank, shop, learn, travel, work etc. Enterprise Innovation at Scale is about delivering a reimagined and exemplary consumer/client experience, through innovation, artificial intelligence, machine learning and intelligent automation. Experiences are being redesigned to wow consumers across retail, media, banking, restaurants, food delivery and even supply chain. Each element of an enterprises business and consumer is being re-imagined to deliver, the wow unexpected experience. Technological advances and social factors have normalized remote and flexible work. This is a game changer for working women globally who have struggled to balance work and family. With the emergence of platforms that enable women to be part of the workforce, including childcare and eldercare, companies can now tap into a powerful talent pool.



Consumer

We are all evidencing the fact—we don't work the way we did before. Everyone is looking for change and so should be the wavelength of the product/service providers. There is always this growing expectation from consumers; and technology is the answer to it. The consumer market has become more sorted. Providing complex user interfaces is no longer attractive to consumers. Customers tend to buy products with additional features, but the preference is towards simple and user-friendly products. Technology and service providers must focus on innovation while keeping statistics in mind. Demographics affect consumption pattern, which in turn affects consumer culture, values, attitudes, and expectation. Technology and women's rising economic power are reshaping the consumer market. Women consumers want products and services that provide value to her. Women will control 75% of discretionary spending worldwide by 2028. Women's progress and participation at the workplace will lead big changes in marketing and customer engagement.

Metaverse

Metaverse enables creators, builders or leaders in the decentralized world. It is the next internet revolution. Every platform, organization and digital economy is moving towards decentralisation - bringing community and the people at the centres of digital economic decisions, business creation and finally making wealth generation inclusive. Women will lead the creator economy.

Climate Tech

Climate tech is defined as technologies that are explicitly focused on reducing GHG emissions or addressing the impacts of global warming. Climate tech continues to be a hot ticket, with raising investment figures. The climate tech market is a rapidly maturing asset class, offering investors significant financial returns 5 and the opportunity for outsized environmental and social impact.



Innovation at Scale for Enterprises

Innovation at scale for enterprises is a digital transformation process/function which brings three key elements to deliver sustainable impact:

Design, Deploy, Manage new process taxonomies using new technologies



RE-IMAGINING CONSUMER EXPERIENCE

Re-imagine Experiences through Smart Process Re-engineering



BRING IN INNOVATION

Craft Innovative Solution that leverage IOT, Advanced Analytics, Insights, Artificial Intelligence, Machine Learning and Cloud



IMPLEMENT
THROUGH DIGITAL &
NEW TECHNOLOGIES

Implement through Agile Development using Digital, Cloud and Intelligent Automation

Innovation at scale for enterprises

- 1. Re-image Consumer Experience—Enterprises are working with creative design studios to re-imagine consumer experience through a process of "dreaming." The idea is to take clients and consumers to a state of levitation that can enable them to dream the impossible. It is important to ensure that the dreamers are free from the shackles of technology, practicality and implementation realities. This creates a sweet but near impossible dream. How do we make the impossible, possible!
- 2. Bring in Innovation—The world is full of innovators, who have re-imagined, re-designed and implemented amazing innovative solutions to deliver snippets of near impossible dreams. It is possible to explore, discover and bring in these innovations to make the impossible dreams, near possible. The solution design through innovation in most cases delivers the wow consumer/client experience. The innovative solution includes data and intelligent automation strategy, cloud, mobility, blockchain, AI, social media, IoT, machine learning and cybersecurity with advanced analytics to unlock new intelligence. The solutioning augments the power of humans with artificial intelligence, leverage AI and advanced analytics algorithms to sense, comprehend, act and learn across value chain at an unprecedented speed and scale.
- 3. Implement through Intelligent Automation—Todays implementation is agile, powered by artificial intelligence, digital technology and machine learning. Today's workforce consists of digital workers. A combination of all these elements is what we call intelligent automation. The operations at workplace is set to have both human and digital workers, becoming an intelligent workforce completing the task/set of tasks with the power of intelligent automation, analytics and decision-making capabilities while increasing the productivity and quality and cutting down the cost. In the process of intelligent workforce operations, cognitive technologies play an important role, learning from the best.



Pivoting to the NEW equitable reality

We have seen a drastic change in how digital transformation is being embraced by clients. The global pandemic and climate change has had one of the biggest impacts on the relevance of how countries embracing Business, Life, Innovation, DEI and Sustainability for creating an balance ecosystem at large.

Business is critical. Work From Home (WFH) is the new normal. Companies have pivoted themselves and now are able to tap in and access talent from anywhere across the globe.

Life is important but there is a significant and complex trade-off between cost, innovation, sustainable business and risk management. Specially with the remote work, when you can tap into talent from anywhere in the world, a lot of attributes are changing their significance. 2020 will be a defining year for the future of living, working and thereby defining the meaning of Super Cities and Digital Nations of the future.

Innovation/Digital people cannot sit and talk about innovation to be embraced five years from now. People are now wishing that they would have embraced innovation and digital much earlier. This is the most important attribute that will define the sustenance, growth and existence of the Super Cities and Digital Nations.

Diversity, Equity & Inclusion Companies, service providers, governments and institutional policies are significantly gearing up develop intelligent automation-based solutions through digital technology, innovation and entrepreneurship. The future of enterprises is being shaped by developing an ecosystem that brings in collaboration between enterprise clients, entrepreneurs, digital platforms, experience mentors and investors.

Sustainability, the world has come to a standstill in terms of managing risk and still being able to deliver quality of life, which has been difficult. This factor has become extremely important.



Tholons Global Innovation Sustainability Index – 2022

TGII 2022 Index covers facets across Business, Life, Innovation/Digital, DEI and Sustainability. TGII 2022 Index evaluation of over 200 countries is still to Top 50 Digital Nations that are pivoting to the NEW equitable reality. The "Avant Garde" nations are pioneering and accelerating their leadership; "Big Kahuna" nations are the new leaders having build a vibrant foundation; "Hanger On" nations are aspiring to leverage innovation and balance DEI and sustainability as they define their growth paths; "At Sea" nations are at the crossroad of battling seastorm of internal challenges as they plow and steer clear to capture the enormous opportunity that lie ahead; "Halcyon" nations need to breakout and discover their path to meaningful relevance.

| AVANT GARDE | BIG KAHUNA | HANGER ON | AT SEA | HALCYON |
|----------------|------------|--------------|-----------|-------------|
| United States | Estonia | South Africa | Latvia | France |
| Singapore | Romania | China | Vietnam | Netherlands |
| Ireland | Chile | Colombia | Lithuania | Spain |
| Canada | Hungary | Germany | Russia | Norway |
| New Zealand | Argentina | Thailand | Brazil | Portugal |
| Costa Rica | Malaysia | South Korea | Bulgaria | Switzerland |
| Poland | Uruguay | Denmark | Israel | Belgium |
| Czech Republic | Sweden | Finland | Austria | Croatia |
| United Kingdom | Mexico | Peru | Slovenia | Indonesia |
| India | Australia | Philippines | Turkey | Italy |





Tholons Global Innovation Sustainability Index 2022 – AVANT GARDE

Avant Garde: Top 10 Nations

| | | Business | Life | Innovation/Digital | DEI | Sustainability |
|----|----------------|----------|------|--------------------|------|----------------|
| 1 | United States | 0.86 | 0.18 | 1.00 | 0.87 | 0.82 |
| 2 | Singapore | 0.92 | 0.73 | 0.89 | 0.64 | 0.73 |
| 3 | Ireland | 1.00 | 0.37 | 0.86 | 0.93 | 0.80 |
| 4 | Canada | 0.91 | 0.34 | 0.88 | 0.96 | 0.93 |
| 5 | New Zealand | 0.80 | 0.43 | 0.82 | 1.00 | 0.97 |
| 6 | Costa Rica | 0.99 | 0.85 | 0.25 | 0.86 | 0.85 |
| 7 | Poland | 0.97 | 0.76 | 0.63 | 0.75 | 0.43 |
| 8 | Czech Republic | 0.96 | 0.63 | 0.74 | 0.70 | 0.71 |
| 9 | United Kingdom | 0.90 | 0.30 | 0.92 | 0.97 | 0.68 |
| 10 | India | 0.88 | 1.00 | 0.61 | 0.53 | 0.23 |



Tholons Global Innovation Sustainability Index 2022 – BIG HAKUNA

Big Hakuna: Top 11 - 20 Nations

| | | Business | Life | Innovation/Digital DEI | | Sustainability |
|----|-----------|----------|------|------------------------|------|----------------|
| 11 | Estonia | 0.83 | 0.90 | 0.79 | 0.37 | 0.65 |
| 12 | Romania | 0.84 | 0.92 | 0.57 | 0.67 | 0.61 |
| 13 | Chile | 0.71 | 0.97 | 0.66 | 0.72 | 0.62 |
| 14 | Hungary | 0.95 | 0.65 | 0.67 | 0.68 | 0.51 |
| 15 | Argentina | 0.85 | 0.91 | 0.40 | 0.80 | 0.36 |
| 16 | Malaysia | 0.93 | 0.89 | 0.70 | 0.52 | 0.09 |
| 17 | Uruguay | 0.98 | 0.93 | 0.34 | 0.65 | 0.29 |
| 18 | Sweden | 0.70 | 0.35 | 0.97 | 0.98 | 0.47 |
| 19 | Mexico | 0.78 | 0.80 | 0.49 | 0.91 | 0.16 |
| 20 | Australia | 0.87 | 0.26 | 0.87 | 0.83 | 0.63 |



Tholons Global Innovation Sustainability Index 2022 – HANGER ON

Hanger On: Top 21 - 30 Nations

| | | Business | Life | Innovation/Digital | DEI | Sustainability |
|----|--------------|----------|------|--------------------|------|----------------|
| 21 | South Africa | 0.79 | 0.57 | 0.48 | 0.89 | 0.54 |
| 22 | China | 0.53 | 0.71 | 0.99 | 0.14 | 0.55 |
| 23 | Colombia | 0.66 | 0.87 | 0.43 | 0.73 | 0.60 |
| 24 | Germany | 0.76 | 0.17 | 0.91 | 0.90 | 0.90 |
| 25 | Thailand | 0.57 | 0.98 | 0.59 | 0.63 | 0.25 |
| 26 | South Korea | 0.41 | 0.52 | 0.71 | 0.74 | 0.92 |
| 27 | Denmark | 0.73 | 0.14 | 0.95 | 0.85 | 0.95 |
| 28 | Finland | 0.50 | 0.27 | 0.93 | 0.62 | 0.96 |
| 29 | Peru | 0.33 | 0.86 | 0.46 | 0.78 | 0.72 |
| 30 | Philippines | 0.46 | 0.77 | 0.55 | 0.82 | 0.34 |



Tholons Global Innovation Sustainability Index 2022 – AT SEA

At Sea: Top 31 - 40 Nations

| | | Business | Life | Innovation/Digital | DEI | Sustainability |
|----|-----------|----------|------|--------------------|------|----------------|
| 31 | Latvia | 0.27 | 0.99 | 0.45 | 0.43 | 0.91 |
| 32 | Vietnam | 0.77 | 0.95 | 0.33 | 0.61 | 0.49 |
| 33 | Lithuania | 0.30 | 0.68 | 0.75 | 0.51 | 0.78 |
| 34 | Russia | 0.89 | 0.84 | 0.37 | 0.18 | 0.57 |
| 35 | Brazil | 0.82 | 0.41 | 0.53 | 0.71 | 0.84 |
| 36 | Bulgaria | 0.58 | 0.78 | 0.51 | 0.38 | 0.75 |
| 37 | Israel | 0.72 | 0.49 | 0.62 | 0.79 | 0.52 |
| 38 | Austria | 0.75 | 0.23 | 0.83 | 0.50 | 0.98 |
| 39 | Slovenia | 0.68 | 0.70 | 0.68 | 0.33 | 0.48 |
| 40 | Turkey | 0.61 | 0.83 | 0.47 | 0.49 | 0.38 |



Tholons Global Innovation Sustainability Index 2022 – HALCYON

Halcyon: Top 41 - 50 Nations

| | | Business | Life | Innovation/Digital | DEI | Sustainability |
|----|-------------|----------|------|--------------------|------|----------------|
| 41 | France | 0.60 | 0.13 | 0.85 | 0.92 | 0.87 |
| 42 | Netherlands | 0.74 | 0.21 | 0.96 | 0.46 | 0.76 |
| 43 | Spain | 0.62 | 0.20 | 0.77 | 0.99 | 0.67 |
| 44 | Norway | 0.51 | 0.16 | 0.90 | 0.60 | 0.99 |
| 45 | Portugal | 0.65 | 0.15 | 0.72 | 0.84 | 0.89 |
| 46 | Switzerland | 0.52 | 0.05 | 0.98 | 0.95 | 0.59 |
| 47 | Belgium | 0.67 | 0.07 | 0.84 | 0.88 | 0.74 |
| 48 | Croatia | 0.40 | 0.58 | 0.58 | 0.10 | 0.88 |
| 49 | Indonesia | 0.28 | 0.88 | 0.41 | 0.55 | 0.18 |
| 50 | Italy | 0.55 | 0.12 | 0.73 | 0.77 | 0.83 |



Tholons Global Innovation Sustainability Index – 2022

TGII 2022 Index covers facets across Business, Life, Innovation/Digital, DEI and Sustainability. TGII 2022 Index evaluation of over 200 countries is still to Top 50 Digital Nations that are pivoting to the NEW equitable reality. Top Nations by the attributes.

| BUSINESS | LIFE | INNOVATION | DEI | SUSTAINABILITY |
|----------------|-----------|----------------|----------------|----------------|
| Ireland | India | United States | New Zealand | Iceland |
| Costa Rica | Latvia | Switzerland | Spain | Norway |
| Uruguay | Thailand | Sweden | Sweden | Austria |
| Poland | Chile | Netherlands | United Kingdom | New Zealand |
| Czech Republic | Sri Lanka | Denmark | Canada | Finland |
| Hungary | Vietnam | Finland | Switzerland | Denmark |
| Malaysia | Uruguay | United Kingdom | Ireland | Canada |
| Singapore | Romania | Germany | France | South Korea |
| Canada | Argentina | Norway | Mexico | Latvia |
| United Kingdom | Estonia | Singapore | Germany | Germany |



Tholons Research Methodology

Methodology

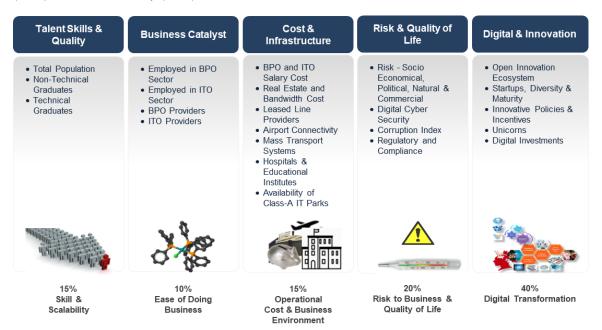
Tholons Global Innovation Index is the leading touchstone to benchmark the accelerated digital transformation of industries and services globally. The index evaluates, ranks and provides location strategies to multinational corporations, countries, governments, multi-lateral agencies, analysts and investors. Innovation, Digital, Sustainability, Diversity and Inclusion is now a critical element in grading, disrupting and transforming industries globally. Technology, Business Process management companies and Multinational Corporations need to align with the stark reality of equitable, sustainable and innovation realities.

Tholons location assessment methodology integrates both primary and secondary research.

- Primary Research: Tholons utilizes surveys and interviews with service providers and buyers. These surveys are used to determine delivery and consumption trends for globalization services in specific destinations. Primary data gathering interviews were used to determine market and labor sizes as well as expansion strategies of leading service providers. Tholons utilizes its extensive network of industry stakeholders including buyers and suppliers of services, governments, trade bodies and associations to collect and validate data and analysis.
- Secondary Research: Tholons utilizes secondary research methodologies to gather volumes of historical data and various statistics and economic related data from governments, global institutions & agencies, and monetary bodies.
- Quantitative & Qualitative Analysis: Tholons employs a combination of quantitative and qualitative analysis in developing the weighted rankings. Our proprietary ranking framework continues to evolve to align with most of the current market realities and demand. Further, qualitative analysis was implemented to provide perspective to the quantitative results of the report. Tholons carefully considered numerous variables when providing final rankings, validated by senior thought leaders from Tholons and industry leaders globally.



Following are the metrics used to evaluate location attractiveness. The relative weights of each metric are based on their importance to the location decision, again derived from client experience and industry surveys. TGII's 2017 ranking was published with traditional factors having 80% weightage and digital with 20% weightage. TGII's 2018, 2019 ranking attributed traditional with 75% weightage and digital with 25% weightage. TGII 2021 Report attributed traditional with 60% weightage and digital 40%. The current **TGII 2022 Report** takes a new angle of evaluating countries cutting across Business (25%), Life (30%), Innovation/Digital (15%), DEI (15%) and Sustainability (15%).



Talent, Skills and Quality

Refers to the overall talent pool availability in a particular location and in relation to the capability of the labor pool to meet staffing demands and fulfil outsourced services from both scale and quality perspectives. Total population, demography, labor pool size, annual tertiary graduate output, both in technical and non-technical background and skills proficiencies were among the host of related components considered when generating the Talent, Skills and Quality Score.

Scoring: 10 = High scale and quality 1 = Low scale and quality

Business Catalyst

Business Catalyst measures industry-related activity as well as the degree of organizational support present in a location, which is geared to develop the services outsourcing industry and support the development of digital technology, innovation and entrepreneurship. Current industry





performance including the top service providers and captives, location's headcount and revenues, etc. Number of Employees in ITO & BPO, Number of ITO & BPO Providers and ease of doing business and Policies and incentives for FDI are among the critical sub-components.

Scoring: 10 = Strong business catalyst 1 = Weak business catalyst

Cost & Infrastructure

Cost includes relevant payroll and non-payroll costs in a location. Real Estate cost, basic outsourcing industry salary costs are among the factors considered to generate the Cost Score. With the internet now being indispensable, the bandwidth cost has also been included. Infrastructure refers to the availability of physical and technological platforms/systems, which are required to host outsourcing operations from a location. This considers the availability of office space, number of special economic zones or IT parks, mass transports systems, number of leased line providers, Number of Hospitals, Number of Educational Institutes and airport Connectivity.

Scoring: 10 = Low cost and Capable infrastructure available 1 = High cost & Inadequate infrastructure

Risk & Quality of Life

Risk encapsulates the qualitative perceptions and measurable occurrences of natural and socio-political risks which in turn affect the quality of Life, where quality of life refers to non-operational considerations and ecosystem components that may affect living and working conditions. Risk is quantified according to the propensity of events to impact personal safety and the overall stability of a location to hosting business operations. The overall Risk and Quality of Life Score is generated from the identification of social infrastructure, non-work culture, and availability of leisure and recreational facilities, among others and from the identification of factors such as economic, political, natural, social and also cyber and digital risks in a location.

Scoring: 10 = Low risk& High quality of life 1 = High risk & low quality of life

Digital & Innovation

Digital and Innovation is the lifeline of today's businesses. Businesses must embrace digital technologies and platforms like social media, mobile technology, cognitive computing, cloud and artificial intelligence to cater to the changing demands.

Following are the parameters considered for Digital and Innovation:





Open innovation ecosystem, number of startups, startup diversity and maturity, innovative policies and incentives, unicorns, cyber security, global digital competitiveness, digital literacy rate i.e. the number of people using internet, digital evolution, digital talent and high tech patent grants, business agility, usage of RPA/AI/cloud, investors.

Scoring: 10 = High digital and innovation <math>1 = Low digital and innovation

Super Cities in Top 100

Super Cities in Top 100 refers to the number of cities from a given country that are ranked in Tholons Global Innovation City Index 2020 among the Top 100 Super Cities.

Scoring: Number of cities in Top 100 Super Cities Index.

Workforce/Total Population

Workforce is a measure of the size of the workforce population in a given country and is an indicator of a talent pool available that can be skilled/re-skilled to serve cross industries in services.

Scoring: The total population of the country that is derived from the population of the cities present in top 100 list for a given country.

 $10 = High \ workforce \ 1 = Low \ workforce$





INNOVATION SCALE





Ankita Vashistha is the CEO of Tholons Capital, MyStepUp Foundation & Managing Partner at StrongHer Capital, with over 12 years of experience in private equity, consulting, venture capital and innovation across UK, US and Asia. She founded and launched India's first venture capital fund, Saha Fund, to promote and invest in women entrepreneurship and technology. She is an engineering graduate and masters from Cranfield school of management, UK. Ankita works very actively in the startup ecosystem globally across US, UK, India, Singapore and Japan, to source, evaluate, mentor and invest in tech companies. She also works with portfolio companies to help them create value, scale and expand, leveraging technology.

facebook RM Watson Strategies and Actions of Visionary

amazon

and Innovative Companies ANKITA VASHISTHA AVINASH VASHISTHA

Apple

(Best Selling Author of THE OFFSHORE NATION)

(Avi) Vashistha is the Chairman of Tholons Inc., All Broad Sports and MyStepUp Foundation. He is the former Chairman and CEO of Accenture (India) and ran a multiglobal delivery with a hillion workforce of over 150,000. Avi is a accomplished, hiahlv results oriented Chief Executive (CEO) and Venture Capitalist (VC) with 30+ years of experience in large global projects, CEO/board level strategy consulting, venture capital, digital transformation, and innovation.

Kevin Campbell CEO Syniti Inc. USA



"Innovation at scale is a must read for CXOs & Clients of Global Corporations to understand and implement the new technologies across their enterprises.

Kiran Mazumdar Shaw Chairman & MD Biocon I td India



"This Book "Innovation at Scale" is a must read for leadership teams who are driving business transformation within organizations.

Dawn Tiura President & CEO SIG USA



"Technology, innovation and digital transformation are driving leadership in the new normal and shaping the future of businesses. Vashistha provides his experience of implementing Innovation at Scale for enterprises.

Kerry Hallard President & CEO Global Sourcing Association UK



"This Book "Innovation at Scale" is an eye-opener for leaders looking to transform their organization through innovation.

Mihir Shukla CEO and Co-founder Automation Anywhere Inc.



'Innovation at Scale is a must-read. Captivating. If you are going to lead in transforming and modernizing your business, this thoughtful book takes you on a journey of enterprise innovation - Cloud, Artificial Intelligence, Intelligent Automation and much more.

Alastair Bathgate CEO and Co-founder Blue Prism Ltd.



The future of work is already here driven by collaboration between Digital Workers, Al, Intelligent Automation and Connected Industry. This book presents, from the authors extensive experience, how to successfully implement Innovation at Scale...

Andrew Wrobel Chief Strategist **Emerging Europe**



"Both manufacturing and services industry must continue to make smarter decision by using predictive data analytics, machine learning and augmented reality to survive in the arena of digitization fever."

Kitade Y Managing Director Global Initiative Inc. Japan



"The most successful enterprises are those that innovate and deliver value across business, empowering the operations with advanced automated digital technology.







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We would like to thank the various industry associations, investment and promotion agencies, global clients, leading technology service providers, multi-lateral agencies and Tholons global research team for this 2020 Tholons Global Innovation Index.

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About Tholons

THOLONS is a Global Strategic Consulting, Digital Innovation and Investment Advisory group serving Fortune 500 / Global 2000 clients, multi-lateral / development agencies and countries. Tholons has over two decades of experience and an unparalled network of clients, mentors, startups, system integrators, technology partners and venture funds

Tholons helps clients maximize returns on their innovation, digital transformation, business growth and global expansion. MY SPACES, the Enterprise Innovation global network, powered by THOLONS is the global leader and platform in collaborative ecosystem of Co-work | Co-innovate | Co-invest.

Tholons advisors engage with senior management of client organizations to develop strategies for global expansion. We have deep understanding of key industries like Financial Services, Banking, Healthcare, Insurance, Media and Entertainment, Manufacturing, Retail, Telecom, Education, Utility, Oil and Gas and Technology.

Tholons draws upon the considerable experience of a handpicked team, which has successfully formulated and executed globalization and digital strategies to unlock value. Service providers leverage Tholons expertise to optimize their global delivery model. Tholons advisors engage with government bodies to build compelling strategies for making countries attractive destination for technology, digital, innovation and business process management.

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