

# Customer Service Applications Management for a U.S.-Based Utility Major

## Situation

The client is an energy holding company based in the U.S. with both regulated and deregulated operations. It supplies electricity to approximately 859,000 homes and businesses and natural gas to nearly 490,000 customers.

Intense competition, greater investor and customers expectations and the rising costs of operations forced the client to seek ways to optimize costs and achieve competitive advantage. The client devised a Application Management Strategy to achieve following business outcomes:

- Reduce operation and maintenance costs while meeting business focused service levels
- Increase delivery effectiveness through common processes, standard tools and consistent documentation.
- Enable resource redeployment from routine maintenance to strategic or innovative work.
- Afford the necessary upgrades required for a stable application environment.

To attain the business outcomes and focus on its core competencies, the client chose Cognizant as the partner to provide Application Maintenance and Support services using a 24X7 model to support its suite of applications spread across different locations. The applications in scope included:

- **Customer Service:** This consists of number of applications such as Customer Information and Billing system (Banner CIS), **Field Collection system and Meter Reading system: Applications** (Itron) and **Complex Billing** (Oracle - Lodestar).
- **EDI:** Applications that support market transactions in the deregulated Texas market.
- **Ancillary Applications:** Various others applications to support business functions such as work tracking, vegetation management.

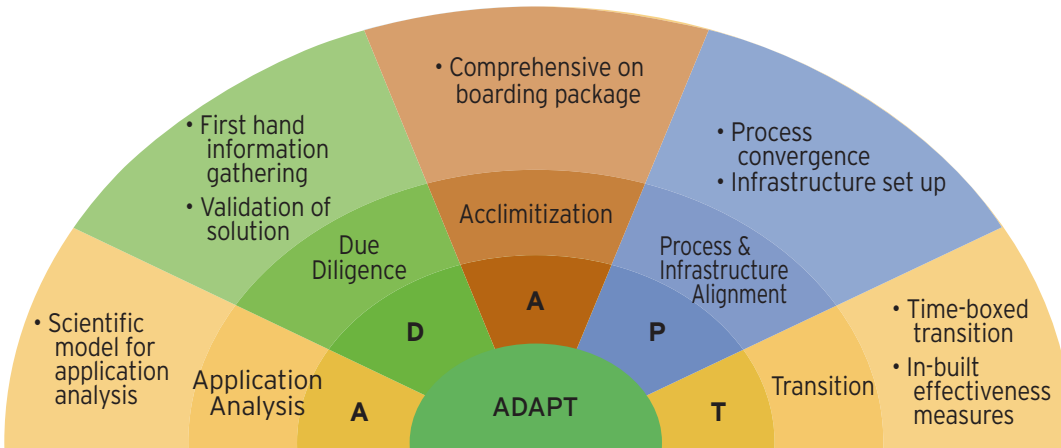
## Solution

Cognizant used its proven and scientifically modeled **ADAPT** framework to capture knowledge effectively and ensure seamless transition of all the applications with minimal impact on business and current service delivery. The key components of **ADAPT** are depicted in the figure on the next page.

During the transition, Cognizant adopted a phased approach that included: Planning, Knowledge Acquisition and Guided Support as depicted in the diagram. Cognizant took total ownership of all maintenance and support activities at the end of transition phase. The highlights of the engagement included:

- Use of proprietary tools and techniques such as "KT Effectiveness Tracker" to track and improve effectiveness of transition.





- Build and deploy tools such as Smart Knowledge Repository to help improve productivity.
- Ensure SLA compliance by using proprietary tools like eTracker, PMO to monitor performance and analyze opportunities for improvement. Cognizant exceeded Expected Service Level (ESL) across all the applications achieving SLA compliance > 99%.
- Focus on continuous improvements by fostering culture of innovation.

### Benefits

- **Reduced total cost of ownership** by effectively using an optimal onsite and offshore resource ratio and Y-O-Y productivity improvements
- **24x7 support** availability for business users for all the applications across all locations
- Focus on business process optimization and automation helped in reducing manual efforts, errors and cost
- Achieved **continuous improvements** by leveraging practices like root cause analysis, benchmarking

### About Cognizant

Cognizant (NASDAQ: CTSI) is a leading provider of information technology, consulting and business process outsourcing services. Cognizant's single-minded passion is to dedicate our global technology and innovation know-how, our industry expertise and worldwide resources to working together with clients to make their businesses stronger. With over 50 global delivery centers and 63,700 employees as of March 31, 2009, we combine a unique onsite/offshore delivery model infused by a distinct culture of customer satisfaction. A member of the NASDAQ-100 Index and S&P 500 Index, Cognizant is a Forbes Global 2000 company and a member of the Fortune 1000 and is ranked among the top information technology companies in BusinessWeek's Hot Growth and Top 50 Performers listings. Visit us online at [www.cognizant.com](http://www.cognizant.com).

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