

# Business Process Redesign of Energy Efficiency System for a U.S. - Based Utility Major

## Situation

The client is one of the largest and fastest growing electric utilities in the U.S., serving approximately 4.5 million customer accounts.

This client has undertaken industry - leading Energy Efficiency (EE) initiatives by offering multiple EE programs in areas such as lighting, HVAC, roofing and insulation to both residential and commercial customers. Its business processes & IT systems, however, were over 10 years old and not up to the challenge. A study undertaken by the client found that its current processes were not serving business requirements. Among the key issues were:

- High cost of implementing new EE Programs.
- Lack of synergy in processes adopted for different customer segments.
- Decentralized workload management.
- Difficulty in evaluating of EE Program performance.
- Lack of standardization in performing processes such as MASS (Bundled Work).

In addition, its existing IT systems were developed on heterogeneous platforms and composed of nine disparate applications with business processes spread across multiple applications.

The client asked Cognizant to assess and redefine its business processes and propose solution options (COTS / Custom Build) that would best address its needs.

## Solution

Cognizant leveraged its proprietary **PRIME**<sup>®</sup> (Process Re-engineering & Improvement) Methodology for business process redesign.

The highlights of the process redesign were:

- **As-Is Process Mapping:** Current state assessment of business processes such as Program Management, Field Work, Rebates, Contractor Management and Forecasting.
- **Impact Analysis:** Identify key changes applicable for each process; analyze & prioritize process improvements based on a cost-benefit analysis model.
- **Process Re-design:** Design the To-Be processes based on prioritized process improvements.

Upon completion of the process redesign exercise, Cognizant gathered detailed requirements by employing a use case modeling approach. Cognizant subsequently evaluated three solution options (SAP, Nexant & Custom Build) using its **eValu-IT**<sup>®</sup> framework, the results of which were shared with the client.

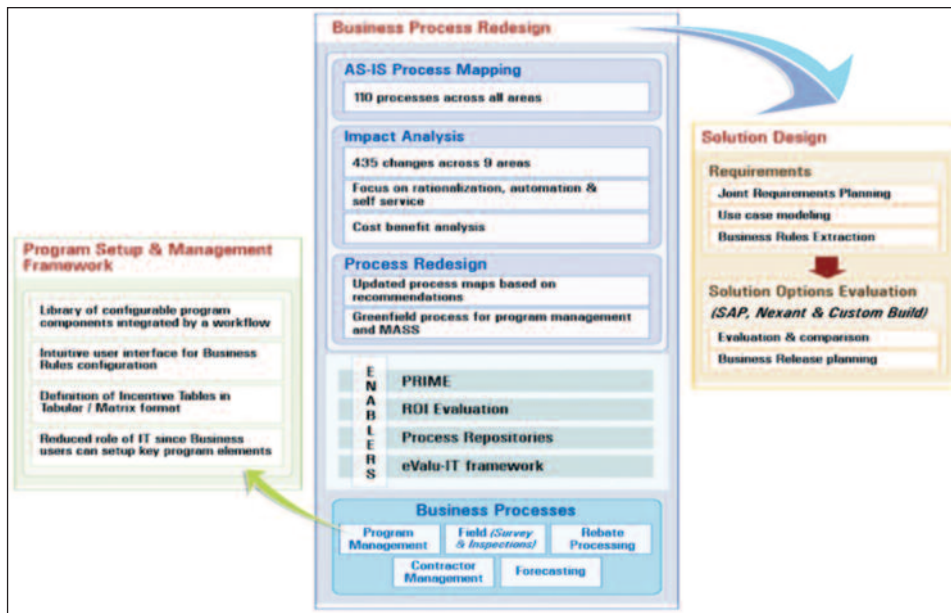
### ProgSoft - Program Setup & Management Framework

Cognizant employed its proprietary ProgSoft framework to streamline program setup by employing a library of configurable components. The framework provided an intuitive interface that enabled business users



to setup and manage key program elements; a function previously carried out by IT.

The solution approach adopted is depicted in the figure below.



## Benefits:

- Reduced number of existing processes by approx. 30% as a result of process rationalization.
- Quick time to market for new EE programs; reduced role of IT in program setup and management.
- Better visibility of program performance by defining & measuring key program parameters.
- Better workload management by defining sales pipeline and forecasting processes.
- “One view” of customer by seamless integration of EE processes with Marketing, Finance & Customer Care.
- Quicker processing times by providing **Self Service** features for contractors and customers.

## About Cognizant

Cognizant (NASDAQ: CTSH) 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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Passion for building stronger businesses

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