

# Healthcare Business Process Automation Solutions PEAK Matrix™ Assessment 2019

Focus on Cognizant  
February 2019



# Introduction and scope

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Everest Group recently released its report titled “[Healthcare Business Process Automation Solutions PEAK Matrix™ Assessment 2019](#).” This report analyzes the changing dynamics of the healthcare business process automation solutions landscape and assesses service providers across several key dimensions.

As a part of this report, Everest Group updated its classification of 14 service providers on the Everest Group PEAK Matrix™ for healthcare business process automation solutions into Leaders, Major Contenders, and Aspirants. The PEAK Matrix is a framework that provides an objective, data-driven, and comparative assessment of healthcare business process automation solutions service providers based on their absolute market success and delivery capability.

Based on the analysis, **Cognizant emerged as a Leader**. This document focuses on **Cognizant’s** healthcare business process automation solutions experience and capabilities and includes:

- Cognizant’s position on the Everest Group Healthcare Business Process Automation Solutions PEAK Matrix
- Detailed healthcare business process automation solutions profile of Cognizant

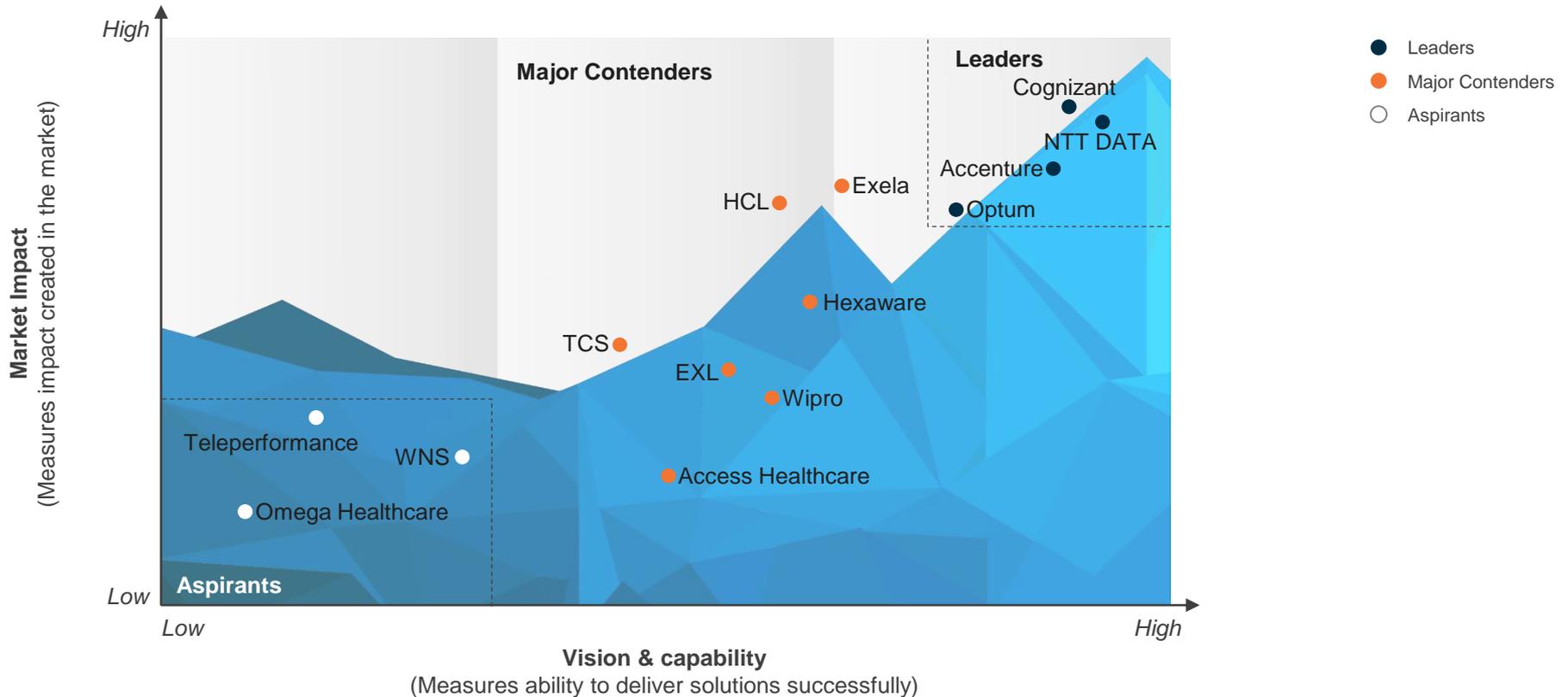
Buyers can use the PEAK Matrix to identify and evaluate different service providers. It helps them understand the service providers’ relative strengths and gaps. However, it is also important to note that while the PEAK Matrix is a useful starting point, the results from the assessment may not be directly prescriptive for each buyer. Buyers will have to consider their unique situation and requirements, and match them against service provider capability for an ideal fit.

Source: Everest Group (2019) unless cited otherwise

# Everest Group PEAK Matrix™

## Healthcare Business Process Automation Solutions PEAK Matrix™ Assessment 2019 | Cognizant positioned as a Leader

Everest Group Healthcare Business Process Automation Solutions PEAK Matrix™ Assessment 2019<sup>1</sup>



<sup>1</sup> Service providers scored using Everest Group's proprietary scoring methodology

Note: Assessment for **WNS** excludes service provider inputs on this particular study and is based on Everest Group's estimates that leverage Everest Group's proprietary Transaction Intelligence (TI) database, ongoing coverage of these service providers, their public disclosures, and interaction with buyers.

Source: Everest Group (2019)

# Cognizant | Healthcare business process automation solution profile

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## Everest Group assessment

Measure of capability:  High  Low

Market impact				Vision & capability					
Market adoption	Portfolio mix	Value delivered	Overall	Vision & strategy	Technology capability	Investments	Implementation & integration	Engagement & commercial model	Overall
									

### Strengths

- Cognizant has witnessed notable success in the healthcare automation space, which is also evident from a significantly-sized client portfolio and number of deployments
- Trizetto's acquisition helped Cognizant augment its healthcare business process automation capabilities, especially with the addition of the HPA toolset
- Its breadth of deployments span across the healthcare value chain segments, covering key areas such as claims, care, member, network, risk & compliance, and RCM
- Its ability to successfully sell automation-as-a-service has helped it in achieving significant scale in the healthcare automation space
- While most of the deployments are with the HPA suite, Cognizant has, in the last two to three years, partnered with some of the leading third-party technology vendors (such as Automation Anywhere and UiPath) to further augment its healthcare automation solutions portfolio
- Additionally, investment in areas such as Centers of Excellence (CoE), command centers, and experience centers helps in ensuring expedited and relevant product development, the smooth running of deployed bots, and client education

### Areas of improvement

- While Cognizant has some deployments for large-sized clients, its automation deployments are largely skewed toward the small- and mid-sized clients
- With the acquisition of Bolder Health, it should focus on increasing its deployments in the healthcare provider space, where there is significant potential of automation
- While Cognizant has gained significant traction with RPA deployments, going forward, it could do more to develop, market, and deploy some intelligent automation solutions that leverage AI capabilities
- Its healthcare automation solution team size is on the lower side, especially when compared with its peers. Increasing team size and realigning the solutions might not only help Cognizant develop more provider-focused automation solutions but also reduce the time taken to develop intelligent automation capabilities
- While they have successfully explored the transaction-based pricing model in the healthcare automation space, there is significant room for improvement in terms of employing a more outcome-based pricing model

# Cognizant | Healthcare business process automation solution profile

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## Overview

### Company overview

Cognizant is an American multinational corporation that provides digital, technology, consulting, and operations services. Headquartered in New Jersey, the company operates its business through four segments – financial services, healthcare, manufacturing, and retail & logistics. Cognizant supports multiple client segments, both small to large-sized healthcare payers which include commercial, individual, HIX, Medicare, Medicaid, dental, vision, behavioral, and ACOs. In addition to providing BPS and BPaaS services, Cognizant is also a partner of choice to leading pharmacy benefit managers, healthcare providers, payers, and major Blue plans across the United States.

#### Key healthcare BPSDA leaders:

- **Francisco D'Souza**, Chief Executive Officer
- **Karen McLoughlin**, Chief Financial Officer
- **Sumithra Gomatam**, President, Digital Operations
- **Krishnan Iyer**, Senior Vice President, Healthcare BPS & Delivery Lead
- **Harshad Narvenkar**, Vice President, Healthcare BPS & Market Lead

**Headquarter:** Teaneck, New Jersey, the United States

**Website:** <http://www.cognizant.com/>

### Recent acquisitions/partnerships

- **2017:** Acquired Brilliant Services to enhance speed-to-market and IoT cognitive computing capabilities
- **2016:** Acquired Idea Couture, a digital innovation, strategy, and design firm to develop solutions in the patient-centered design thinking space
- **2016:** Acquired Mirabeau BV, a digital marketing and customer experience agency, to expand its digital business capabilities in the Netherlands and across Europe

### Adoption and capability overview

**Number of active healthcare clients with BPSDA deployments:** 84  
**Number of active healthcare BPO clients with BPSDA deployments:** 80  
**Number of healthcare BPSDA FTEs:** 212  
**Number of healthcare BPSDA bots deployed:** 2,088  
**Key third-party technology partners:** Automation Anywhere, Auto IT, BluePrism, Kapow, Pega Robotics, UiPath, and WorkFusion

Offered Not offered

### Healthcare BPSDA offering structures

Stand-alone product licenses

Product licenses + associated BPSDA services

Stand-alone BPSDA services

BPSDA as part of broader BPO deals

### Key locations with healthcare BPSDA FTEs:

● >1,000 FTEs ● 500-1,000 FTEs ● 100-500 FTEs ● <100 FTEs

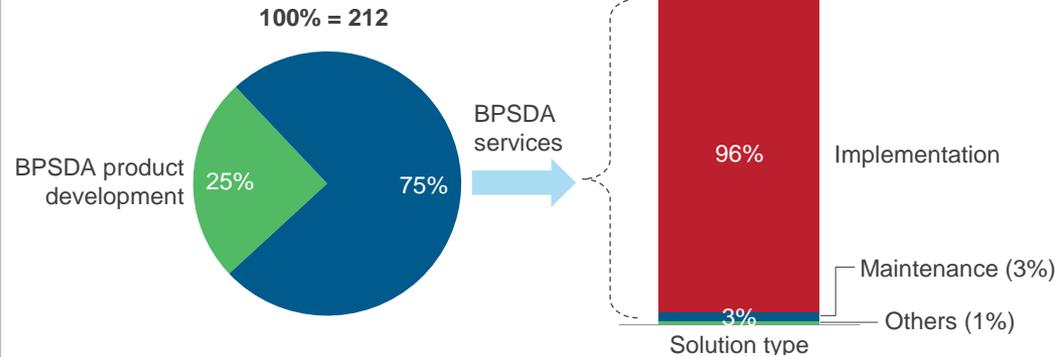


# Cognizant | Healthcare business process automation solution profile

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## Capabilities

Split of healthcare BPSDA FTE by function



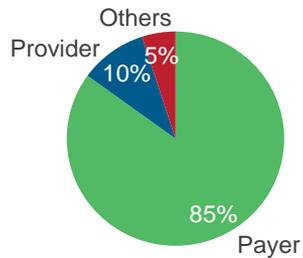
Split of healthcare BPSDA FTEs by automation type

Not disclosed

Healthcare BPSDA client mix by buyer type

Number of clients

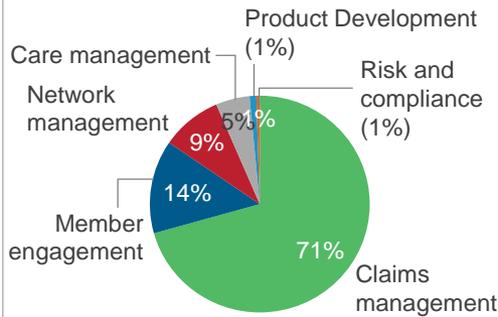
100% = 84



Healthcare Payer BPSDA bots mix by processes

Number of BPSDA bots

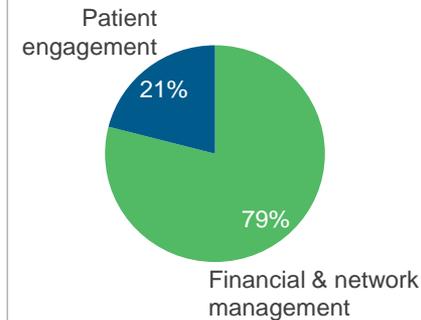
100% = 1,974



Healthcare Provider BPSDA bots mix by processes

Number of BPSDA bots

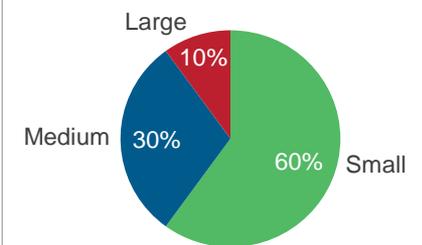
100% = 114



Healthcare BPSDA client mix by buyer size<sup>1</sup>

Number of clients

100% = 84



<sup>1</sup> Buyer size is defined as large (>US\$5 billion in revenue), medium (US\$1-5 billion in revenue), and small (<US\$1 billion in revenue)

Note: Based on information as on December 2017

# Cognizant | Healthcare business process automation solution profile

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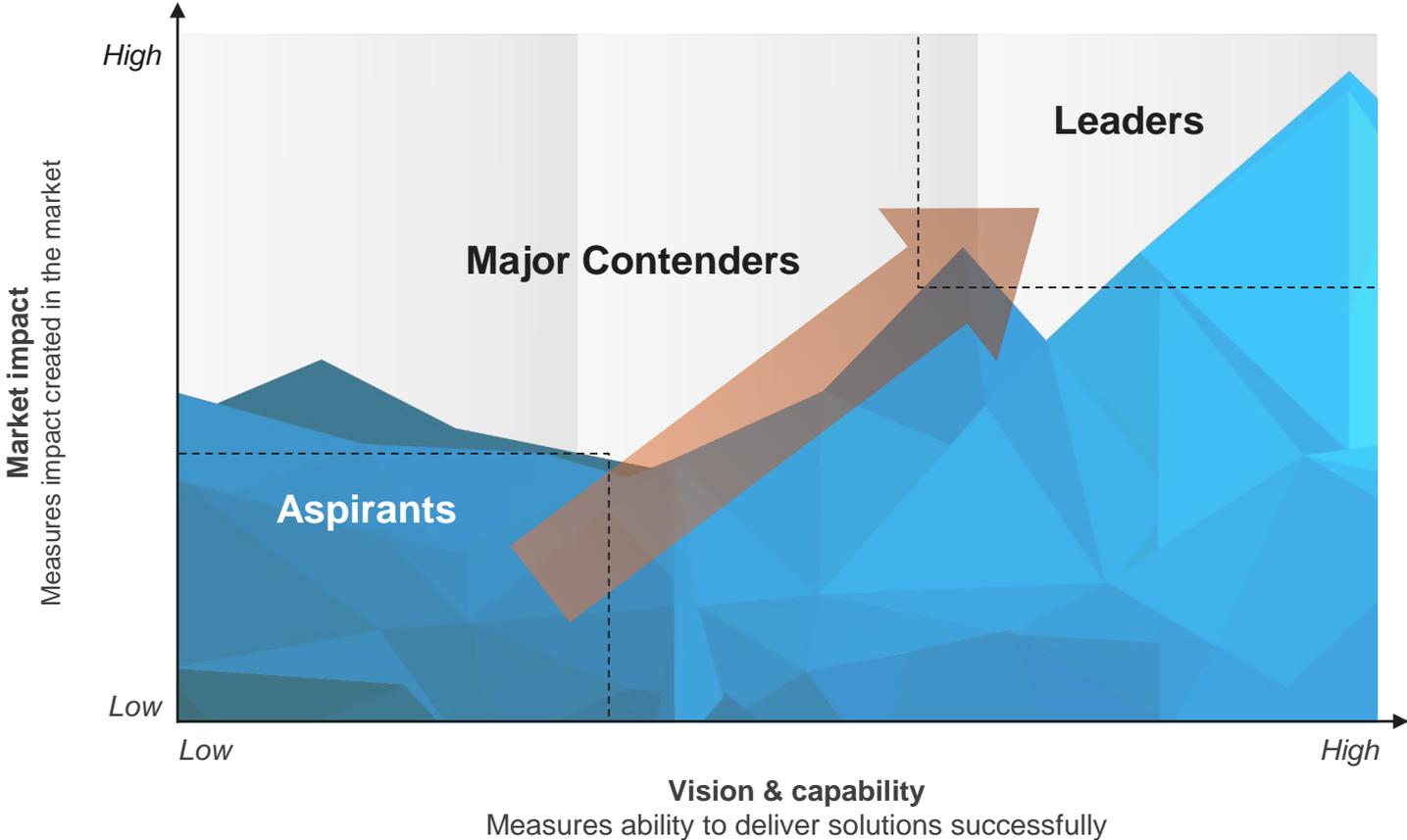
## Technology solutions

Solution	Business functions	Year launched	Development type	Description	No. of clients
Claims auto adjudication	Claims management	2017	Off-the-shelf technology	The tool analyzes daily fallout from the auto-adjudication engine to determine the list of claims to be processed. It uses agile delivery methodology to iteratively develop automation logic that incorporates fault-workarounds of the preceding design	1
Provider data management	Provider data management	2017	Off-the-shelf technology	The tool gathers inputs from multiple sources to generate common input templates for automation	1
Revenue cycle management	Claims management	2017	Off-the-shelf technology	It is a complete end-to-end RCM lifecycle automation for eligibility benefits, charge entry, payment posting, and accounts receivable, and provides highly configurable modules for ease of maintenance	1
Member engagement	Membership enrollments	2017	Off-the-shelf technology	The solution facilitates new enrollment of members and their dependents into legacy and transformed system by keying in fields such as member general information, demographics, address, and coverage	1
Digital Operations Fabric (DOF)	All	2017	In-house	The system drives agent behavior and provides the supervisors and managers a 360 degree view of the workforce performance. DOF serves as the engagement application which connects all individual systems and accomplishes the objectives of recording and reflecting the day-to-day work-related activities such as production, quality, learning, and performance	Multiple
Trac suite of products	All	2016	In-house	It is a suite of productivity tools: <ul style="list-style-type: none"> <li>• TracWork – tracking of vital parameters such as employee productivity, utilization, efficiency, and quality of various processes are done manually</li> <li>• TrackQuality - Quality Analysis and Reporting Tool (QUART 2.0) is a home-grown transaction monitoring tool which helps in randomizing and auditing various types of transactions</li> <li>• TracPerformance - Dashboards help management track SLAs or key performance metrics effectively</li> <li>• TracMail - Email Management Tool (EMT) enables efficient tracking of all email communications</li> </ul>	Multiple
Cognizant HPA	Claims management	2001	In-house/proprietary	HPA is an integrated offering that builds its own AI offerings that are immediately implemented. The AI components improve the quality of clients and simultaneously reduce internal costs	65

# Appendix

# Everest Group PEAK Matrix™ is a proprietary framework for assessment of market impact and vision & capability

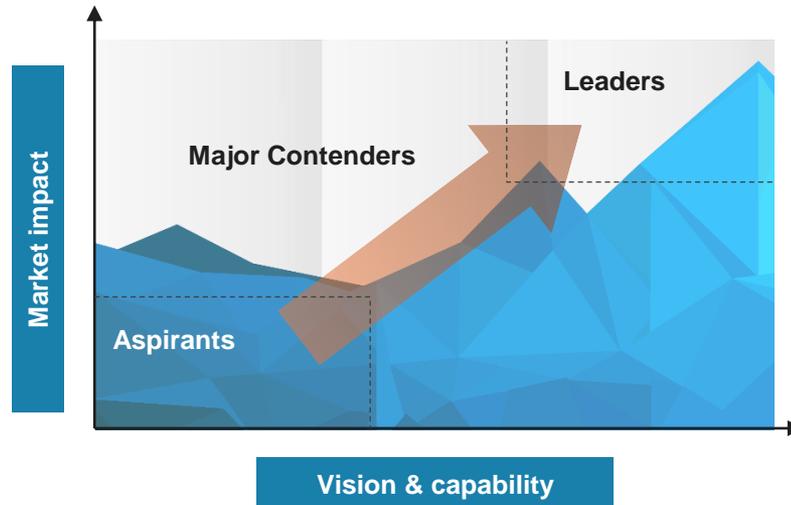
Everest Group PEAK Matrix



# Solutions PEAK Matrix™ evaluation dimensions

Measures impact created in the market – captured through three subdimensions

Market adoption
Size and growth of deployments across the solution portfolio
Portfolio mix
Solution footprint across geographies, industries, and buyer size segments
Value delivered
Value delivered to the client based on customer feedback and other measures



Measures ability to deliver solutions successfully. This is captured through five subdimensions

Vision and strategy	Technology capability	Services capability	Innovation and investments	Engagement and commercial model
Vision for the client and itself; future roadmap and strategy	Technical sophistication and breadth/depth across the technology suite	Effectiveness and breadth/depth of services portfolios across the services suite	Innovation and investment in the solution suite	Progressiveness, effectiveness, and flexibility of engagement and commercial models

## **Does the PEAK Matrix™ assessment incorporate any subjective criteria?**

Everest Group's PEAK Matrix assessment adopts an unbiased and fact-based approach (leveraging service provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information). In addition, these results are validated / fine-tuned based on our market experience, buyer interaction, and provider/vendor briefings

## **Is being a “Major Contender” or “Aspirant” on the PEAK Matrix, an unfavorable outcome?**

No. The PEAK Matrix highlights and positions only the best-in-class service providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition

## **What other aspects of PEAK Matrix assessment are relevant to buyers and providers besides the “PEAK Matrix position”?**

A PEAK Matrix position is only one aspect of Everest Group's overall assessment. In addition to assigning a “Leader”, “Major Contender,” or “Aspirant” title, Everest Group highlights the distinctive capabilities and unique attributes of all the PEAK Matrix providers assessed in its report. The detailed metric-level assessment and associated commentary is helpful for buyers in selecting particular providers/vendors for their specific requirements. It also helps providers/vendors showcase their strengths in specific areas

## **What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?**

- Participation incentives for buyers include a summary of key findings from the PEAK Matrix assessment
- Participation incentives for providers/vendors include adequate representation and recognition of their capabilities/success in the market place, and a copy of their own “profile” that is published by Everest Group as part of the “compendium of PEAK Matrix providers” profiles

## **What is the process for a service provider / technology vendor to leverage their PEAK Matrix positioning and/or “Star Performer” status ?**

- Providers/vendors can use their PEAK Matrix positioning or “Star Performer” rating in multiple ways including:
  - Issue a press release declaring their positioning. See [citation policies](#)
  - Customized PEAK Matrix profile for circulation (with clients, prospects, etc.)
  - Quotes from Everest Group analysts could be disseminated to the media
  - Leverage PEAK Matrix branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with the designated POC at Everest Group.

## **Does the PEAK Matrix evaluation criteria change over a period of time?**

PEAK Matrix assessments are designed to serve present and future needs of the enterprises. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality as well as serve the future expectations of enterprises



## About Everest Group

Everest Group is a consulting and research firm focused on strategic IT, business services, and sourcing. We are trusted advisors to senior executives of leading enterprises, providers, and investors. Our firm helps clients improve operational and financial performance through a hands-on process that supports them in making well-informed decisions that deliver high-impact results and achieve sustained value. Our insight and guidance empower clients to improve organizational efficiency, effectiveness, agility, and responsiveness. What sets Everest Group apart is the integration of deep sourcing knowledge, problem-solving skills and original research. Details and in-depth content are available at [www.everestgrp.com](http://www.everestgrp.com).

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