Ensure your organization’s digital transformation initiatives achieve radically different levels of performance and quickly capture value with Cognizant Digital Business and our Transformation Enablement solutions. Reduce wasted effort, accelerate time to market, realize promised benefits across transformed business, operating and technology models with Cognizant’s unique capabilities and comprehensive approach that ranges from transformation orchestration through change management.
Capture More Business Value Faster from Your Digital Transformation Initiatives

Complete solutions for ensuring digital business-changing initiatives perform as expected

Digitally transforming an organization goes beyond merely enhancing traditional approaches. True digital transformation enables completely new levels of performance in entirely new ways, from optimal operating efficiency to continual innovation and swift delivery of successful new experiences that anticipate customer needs. Achieving these results typically requires significant changes to business, operating and technology models, often simultaneously. People, processes and technologies must align. And participants—from employees to customers—must be fully engaged in the transformation efforts.

Cognizant’s Transformation Enablement solutions fill these requirements to quickly drive value from your organization’s digital transformation initiatives. We draw on our clear methodology, real-world experience and in-depth domain expertise to help ensure your business, operating and technology models fully align with—and deliver—the outcomes you expect from transformation initiatives. Our ability to lead and manage transformation from planning and strategy through execution and change management helps ensure your organization achieves maximum value, from reduced costs to improved revenues, from business-changing digital initiatives.

DRIVE OPTIMAL AGILITY, PERFORMANCE AND VALUE FROM YOUR DIGITAL INITIATIVES WITH TRANSFORMATION ENABLEMENT SOLUTIONS FROM COGNIZANT DIGITAL BUSINESS
What We Offer You

ACHIEVE YOUR TRANSFORMATION GOALS TO GENERATE SUBSTANTIAL VALUE

At Cognizant, we can help your organization achieve substantial, quantifiable value quickly and sustainably and reduce the risks of change because we’ve identified the key issues that limit the impact of transformation and address them from the start. Each of the components in our complete suite of transformation capabilities helps overcome potential stumbling blocks to enable your organization to realize the full power of transformation and achieve its business outcomes.

• **Transformation Orchestration.** We define a compelling and detailed vision, including program goals, desired business outcomes and key metrics and develop a roadmap aligned to stakeholder expectations. We ensure roadmaps, targets, expectations and progress are highly transparent throughout your initiative.

• **Planning, Governance and Assurance.** Stakeholders must have confidence in your organization’s ability to deliver the vision. To that end, we develop a coherent and feasible action plan. It incorporates a strong governance framework, including stage gates, workstream charters and integrated plans. It details and initiates the control, reporting and oversight cadence. These capabilities ensure effective delivery and solution acceptance as well as clear accountability.

• **Integrated Business Design.** Technology, processes, systems, structures and people must serve the targeted business outcomes. Drawing on user-centric design principles, we translate a target operating model into an integrated business and technical design. We ensure all critical elements align with desired business objectives and use prototypes and pilots to ensure the project delivers a feasible, scalable future state and sustainable outcomes.

• **Transformation Capability and Capacity.** Stakeholders must see steady progress toward the end state, and delays should be minimized. We help your organization launch and accelerate effective transformation with the optimal set of internal and external capabilities.

• **Change Adoption.** Fast adoption of change by key stakeholders is critical to an initiative’s success. Based on our thorough understanding of the effects of transformation, we develop change strategies and interventions to drive engagement, readiness, adoption and ultimately, the realization of business benefits. We effectively prepare employees, suppliers and customers for the initiative to ensure timely and lasting adoption and sustainable outcomes.
We support these components with a comprehensive set of tools and accelerators, including:

- **Rapid Mobilization Tool** reduces execution risk by ensuring clarity of purpose, consistent execution and tool use across the team, getting the right people in the right roles, and generating the initial risk assessment.

- **Program and Project Health Diagnostics** focus improvement where it’s most needed, delivering a functional heatmap to show relative strengths and weaknesses and creating a diagnostic with documented key observations.

- **PM3 Model** drives consistent execution by encompassing the project, program and portfolio to allow leaders to see overall maturity across multiple capabilities.

- **PM Tools** drives project and program visibility across the organization with PMO-in-a-box capabilities and by leveraging your existing tools to reduce program costs.

- **Method P** forecasts communications needs based on transformation phases, providing a rolling timeline and identifying collision areas.

**IN THE REAL WORLD**

We applied our Transformation Enablement capabilities to Cognizant’s sales organization to better equip our associates to help our clients achieve their digital transformation goals. This initiative required us to change and integrate our business, operating and technology models and for our experts in each area to coordinate and collaborate.

We developed a compelling case for change that energized global stakeholders and established a rapid transformation roadmap. Our governance framework incorporated scheduled health checks, advanced analytics and business transformation teams executing continuous improvements. We defined a global sales process, supported with digital tools and user-centric design, and modernized our transformation capability with new methods, tools and coaching.
The results: We deployed a global solution supporting seven vertical business units, 14 horizontals, and thousands of users across key geographies in less than 9 months, approximately five months ahead of schedule. The new solution enables us to make better training and recruitment decisions, among other benefits, because we now have greater visibility into upcoming opportunities.

We’ve also helped clients achieve their desired business outcomes from digital transformation initiatives using our Transformation Enablement solutions. A few examples:

- **Enabled 60%-plus reduction in order management process time and helped IT and business align to deliver 17-plus major milestones on budget** and aligned with vision and outcomes in digital transformation initiative for large professional membership and accreditation organization.

- **Delivered intelligent shipping order fulfillment to customers of a major US retailer, saving it $20 million annually**, with Cognizant owning the application development, transformation leadership and organization change across four major distribution centers. **Supported quick value realization from acquisitions for a large organization** with a people-first process-led acquisition integration approach that included developing a clear, exciting vision that energized sales teams around the combined product family of products as well as training, resources and support in migrating from legacy systems.
OUR EXCLUSIVE METHODOLOGIES

At Cognizant, our proven four-step approach to transformation enablement enables us to work collaboratively with your organization to identify clear outcomes and map detailed and realistic journeys to achieve them, from design through execution. The steps are:

- **Assess: Evaluate what problems to solve and why.** We align the vision and metrics of transformation to strategic objectives and create a compelling case for change that stakeholders will embrace.

- **Design: Establish what the future will look like and outline how to get there.** We develop an optimal business and technical design to fulfill the vision and design a feasible future operating model. We ensure business and IT remain aligned by ensuring they use a common language, scorecard and messaging about the future state.

- **Build & Implement: Assess how to build, test and deliver future solutions.** We help you create the right conditions for success, defining, promoting and scaling what “great” looks like. We can modernize the technology backbone and collaborate with you to prototype, pilot and scale new ways of working.

- **Operationalize & Adopt: Gauge how you will build on your successes and drive new ideas.** We can help your organization build a fully integrated “change network” to drive impact such as by integrating sales methodologies with process, tools and recognition.

By aligning our core transformation capabilities with our approach, we develop and execute comprehensive transformation strategies that encompass and address every key variable that affects business value realization.

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<tr>
<th>Transformation Orchestration</th>
<th>Assess</th>
<th>Design</th>
<th>Build &amp; Implement</th>
<th>Operationalize &amp; Adopt</th>
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<tr>
<td>Establish vision, objectives and KPIs aligned to strategy objectives</td>
<td>Establish roadmap aligned to benefits and KPIs</td>
<td>Define and communication targets, expectations and benefits</td>
<td>Track goal achievement and realized benefits</td>
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<th>Planning, Governance and Assurance</th>
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<td>Review program governance and rationalize existing initiatives</td>
<td>Mobilize delivery workstreams to enable the future state</td>
<td>Establish governance cadence and drive delivery and accountability</td>
<td>Ensure delivery and quality via regular gate reviews and health checks</td>
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<tr>
<th>Integrated Business and Technology Design</th>
<th>Assess</th>
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<th>Operationalize &amp; Adopt</th>
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<tr>
<td>Determine best practices and operating models tailored to customer needs</td>
<td>Design a feasible and scalable future state</td>
<td>Validate future state design through prototypes and pilot</td>
<td>Shake down and fine-tune the physical design; implement suitable KPIs</td>
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<th>Organization Change Management</th>
<th>Assess</th>
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<td>Engage stakeholders and build a compelling case for change</td>
<td>Assess change effects, concerns and needs</td>
<td>Deliver interventions to drive desired changes and behaviors</td>
<td>Coach individuals, teams to adopt new ways of working</td>
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<th>Transformation Capability and Capacity</th>
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<tr>
<td>Assess business and technical transformation delivery capability</td>
<td>Source and upskill cross-functional teams</td>
<td>Deploy and optimized performance and best practices</td>
<td>Embed transformation capability into operating model</td>
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The Cognizant Digital Business Advantage

Cognizant Digital Business has the unique ability to manage the concurrent transformation of business, operating and technology models. We have deep expertise in IT, operations and business strategy and understand how all must align to deliver your customers and employees the rich new experiences that lead to new market share, revenue growth and continued innovation.

What sets us apart:

• Multi-disciplinary teams of social scientists, design thinkers, creative technologists, engineers and strategists on tap to help your organization create its future.

• Insight to code approach that draws on behavioral science, “thick data” about actual human behavior and analytics infused with AI to help ensure experience design and code development meet actual market needs, de-risking development efforts.

• Expertise in developing and deploying next-gen technologies, including IoT capabilities, AI, augmented and virtual reality, platform development and more.

• Investment in start-ups, including internally generated new business concepts; unique Collaboratory spaces for prototyping, design and scaling innovation.

• Flexibility to support a wide range of development environments, including Agile, waterfall and hybrid delivery approaches.

• Extraordinary depth of expertise across a wide range of industries, enabling us to bring industry-specific insights and experience to your opportunities and challenges.

LET’S GET STARTED

Whatever your industry, Cognizant’s Transformational Enablement solutions will help your organization achieve never-before-possible levels of performance through digital transformation. Improve agility, capture value, reduce costs and drive new revenues by putting Cognizant Digital Business to work for you. For more information, please visit: cognizant.com/cognizant-digital-business/digital-strategy.
ABOUT COGNIZANT

Cognizant (Nasdaq-100: CTSH) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 195 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at www.cognizant.com or follow us @Cognizant.

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