



INTERNATIONAL BANKING GROUP STREAMLINES OPERATIONS WITH COGNIZANT AND SERVICENOW CLOUD ITSM

Leading European banking group reduces costs, streamlines operations and improves service delivery and user satisfaction with Cognizant-led migration to the ServiceNow cloud ITSM platform.

The Challenge

A large international financial services group wanted to optimize its ITSM practices, offer users a single point of service contact and accelerate time to market of new features and services. However, it could not easily achieve these goals because departments and geographies were using different processes and multiple ITSM tools to achieve the same outcomes.

The client had identified cloud-based ITSM as a cost effective solution; however, the new ITSM solution required extensive customization and integration with dozens of existing systems to meet the client's needs and financial industry cross-border compliance and audit requirements.

Multiple vendors were to be involved in implementing a new ITSM solution. Further, the implementation deadline was tight because the existing ITSM vendor contract was due to expire shortly.

AT A GLANCE

A global financial services group used different ITSM tools throughout its facilities, making it impossible to standardize processes and deliver uniform service experiences to key stakeholders around the world. Cross-border control and compliance were concerns. Cognizant led the implementation of the cloud-based ServiceNow ITSM platform for the client, delivering a single ITSM system with well defined processes, an easy-to-navigate service catalog and improved compliance, planning and reporting capabilities.

The Solution

Cognizant deployed multiple modules of ServiceNow, migrating functions from the various ITSM tools in use to the cloud-based ITSM platform, and also developed the custom modules the client required. Cognizant's solution integrated ServiceNow with 41 IT operations and business applications and implemented all cross-border functional requirements.

Cognizant teams also consolidated 12,000 service requests into 500 service requests for configuration in ServiceNow, creating an easy to use Service Catalog to streamline user service requests. In addition, the solution defines complex business rules to calculate the impact of a problem by financial, operational, security, external client and compliance metrics.

By optimizing ServiceNow for the banking client, Cognizant has reduced manual efforts, created efficient workflows and driven down operating costs while improving service delivery to global stakeholders.

The Approach

Cognizant conducted a two-week roadmapping exercise to understand the client's current state, gather requirements and define enterprise-wide process definitions in ServiceNow. To meet the aggressive timeline of the program (due to expiry of the existing ITSM tools contract) and facilitate organizational change management without disruption to the business, Cognizant scoped a phased delivery approach, focusing first on deploying Incident Management, Problem Management and Service Request Management modules. The second phase fully implemented all the required ServiceNow modules, customization and integration with other systems. Modules and integrations were tested offshore before being put into production environments.

To limit customization costs, Cognizant teams conducted cost-benefit analyses, working with the client to categorize customizations as "must have," "should have" and "nice to have" and building these priorities into planning accordingly.

Cognizant used Agile implementation methodology and managed two-week sprints to ensure a steady pace of

Project Highlights

- Single integrated platform implementation for all ITIL processes
- Process standardization across all locations
- Onshore-offshore model resulting in low cost services
- Reduced rework via high code quality and standards
- Continuing platform and solution support and optimization
- Successful platform support service for ~80K active clients with ~2.5M transactions per business day

incremental development, conducting two user demos for each sprint. In addition, the teams defined a "one way - same way" integration approach, ensuring uniform integration of tools with ServiceNow across geographies.

A key component of the implementation was reducing 12,000 service request definitions to 500 with careful bundling. This enabled the creation of a manageable, user friendly self-service catalog in ServiceNow.

A reporting application and 100 predefined reports and eight dashboards on ServiceNow provide the client with greater visibility into its operations metrics.

The client has a cost-effective solution based on ITIL best practices and process implementation, supported with offshore-based resources. The single ITSM system of engagement enables uniform workflows and experiences across the client's geographies while enabling streamlined operations and ensuring cross-border compliance.

Cognizant also supports the implemented modules and works closely with the client to enhance the platform.

These initiatives include:

- **Left shift:**

Periodic reviews, constant skills upgrade and creation of SOPs ensure optimal team structure and task-to-skills alignment.

- **Platform performance improvement:**

Reducing resource utilization with technical reviews and redefinition of scheduled jobs and scripts.

- **Automation of deployment tasks:**

A ServiceNow-based deployment workflow to reduce

manual efforts, create efficiency and reduce human errors while providing better governance.

- **Process definition:**

Enable effective collaboration between multiple teams/multivendor teams.

- **Code cook book:**

Improve and adhere to the designed and implemented coding standards and best practices.

ABOUT COGNIZANT

Cognizant (NASDAQ-100: CTSI) 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 205 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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